



A Commitment to Change

University of Saskatchewan
1998-99



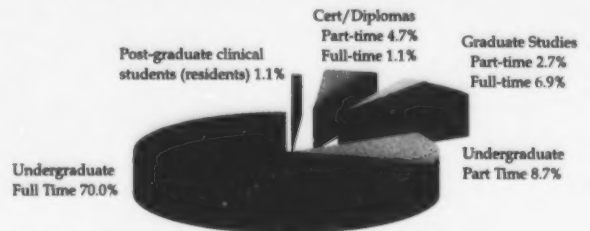
At a Glance: University of Saskatchewan

Programs

The University of Saskatchewan offers instructional programs leading to 19 different undergraduate degrees in over 80 areas of specialization, 13 graduate degrees in more than 60 disciplines, 12 certificate programs, two diploma programs, and post-graduate clinical (residency) programs in 20 medical specialties. Programs are offered by the Extension Division and 13 colleges:

- Agriculture
- Arts & Science
- Commerce
- Dentistry
- Education
- Engineering
- Kinesiology
(formerly Physical Education)
- Law
- Medicine
- Nursing
- Pharmacy & Nutrition
- Veterinary Medicine
- Graduate Studies and Research

Distribution of Students - Regular Session 1998/99



Total enrollment: 18,659

In addition, 3,051 were enrolled in Intersession in 1998, and 2,039 in Summer Session.

Employees

The University employs over 6,500 people, most of whom belong to one of five unions on campus: U of S Faculty Association (USFA), Administrative & Supervisory Personnel Association (ASPA), CUPE Local 1975, Sessional lecturers CUPE Local 3287, and Professional Association of Interns and Residents of Saskatchewan (PAIRS).

Facilities

The University occupies more than 2,400 hectares including the main campus in Saskatoon and three research farms. As well as its own programs, the University houses seven federated, affiliated and junior colleges on and off campus. Other on-campus facilities include Royal University Hospital, government research agencies such as the Agriculture and Agri-Food Canada Research Station, and Innovation Place, one of North America's most successful research parks, housing over 100 organizations.

Funding

The University reported the following major financial sources for 1998-99:

Total Revenue by Source 1998-99 Total \$388.0 (in millions)

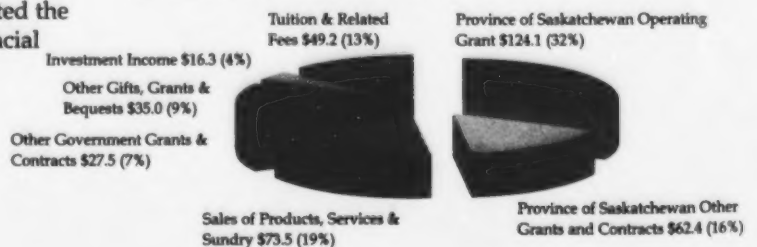


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Message from the Chair



This past year, the University has continued to face its many challenges with characteristic vigor and commitment to excellence. We are now experiencing an upturn in our fortunes, and hope the struggles of the past decade are behind us.

The fact that our university has managed to endure difficult times and continue to achieve greatness speaks well of its students, faculty and staff. In particular, though, history will record the outstanding leadership of President George Ivany. During his ten years as our President, he laid the foundation for the University of the future. We are indeed grateful for his energetic commitment and foresight.

I am also confident the University has made an excellent choice in Peter MacKinnon as our eighth president. He is widely respected throughout the University community as a team builder and communicator, and his leadership and acumen give us confidence for the future.

In closing, I bid farewell as the Chair of the Board of Governors. I do so with tremendous gratitude for the privilege of working with an outstanding group of individuals and I thank them all for their willing support. We can all be proud of the University of Saskatchewan. It is a witness to the very best of the Saskatchewan spirit.

H.E. (Hal) Wyatt

Message from the Chancellor



As Chancellor, one of the most enjoyable aspects of my participation in University life is its celebrations and tributes. Convocation is at once inspiring and humbling, to see the hundreds of truly outstanding young people receive their hard-earned degrees, and to hear of the accomplishments of the men and women who receive special recognition. To me, quality of our graduates is the best proof of our University's ability to constantly renew itself, while remaining true to its vision.

This past year had special significance in terms of celebration and tribute. Never one to sit back, President George Ivany spent the last year of his term vigorously pursuing opportunities and creating initiatives to strengthen our institution. Those of us who got to know George, Marsha and their two daughters can testify to their outstanding contribution as a family to the University of Saskatchewan. Marsha is a leader in her own right, and deserves credit for her commitment and accomplishments. In a "city of bridges" they built many new bridges between the University and the communities it serves.

I also join with others in welcoming Peter MacKinnon as our incoming president. Under his leadership, the spirit of renewal at the U of S will continue, with many new accomplishments and contributions to the society it serves.

M.L. (Peggy) McKercher

Message from the President



In this, my last message for the Annual Report, I have the benefit of a ten-year perspective as President of the University of Saskatchewan. I have observed first-hand the workings of a very large, complex and dynamic institution. Thus, what may appear to some as "new" at the University often has taken years, even decades, to evolve. This is certainly the case with *A Framework for Planning*, the strategic document addressed in this year's annual report.

Prior to my arrival in 1989, the University had prepared *Issues and Options* as an attempt to determine our future direction. This initiative eventually collapsed under the weight of many different factors on our campus. One of my first challenges was to pick up the pieces of this initiative, because the challenge had not gone away. Faced with cutbacks, we had to make decisions as to what we will and – just as importantly – will not be.

It may come as a surprise that the ensuing academic plan, our "blueprint" for these difficult times, resulted in the first mission statement, ever, for the University. From there, we were able to effect other changes that brought our key stakeholders, notably our faculty, into a position where we could move forward together. The creation of the Representative University Council has to mark a major turning point in participatory academic planning. We now arrive at the present, at a point where I believe we are on the brink of major advancements as a University. I have every reason to believe that we have begun an era of renewal.

Two encouraging signs of renewal were the resurrection of the building program and the announcement of the Synchrotron Project. It is gratifying to see actual construction back on campus – commitment in the form of cranes. Restoration and renovation of our infrastructure has been long overdue. The Synchrotron will bring a multitude of benefits to be realized for many years to come.

I leave the University knowing that there is much more to be done, yet with personal satisfaction and gratitude for my tenure as your President. I have said many times that this has been the best decade of my career. Marsha and I will always feel fortunate to have raised our family in Saskatoon and made so many friends. We have developed a close bond to the people and the places of Saskatchewan, and especially with the alumni across Canada and throughout the world. The University of Saskatchewan, certainly, will always be "our university". We could not have wished for more.

A handwritten signature in dark ink, reading "J.W. George Ivany". The signature is stylized, with the first letters of the first and last names being prominent.

J.W. George Ivany

Message from Incoming President MacKinnon



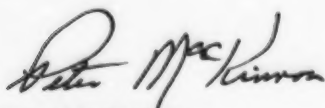
I am very excited about embarking on my term as President of the University of Saskatchewan. I feel honored to be succeeding George Ivany, who has made a great contribution to the University. Many people are aware of his instrumental role in high profile achievements such as winning the Synchrotron project, but some may not be aware of the depth of his contributions. Certainly, an account of his major accomplishments must include strengthening the Alumni and Development office and fostering alumni support, and the reform of academic governance.

The University of Saskatchewan has a distinguished past and a brilliant future. To realize that future, we must be aware of the many challenges facing the University of Saskatchewan, and indeed all universities. We are in an age of increased, open competition among post-secondary institutions. There is competition for faculty, for research dollars, for financial support, and for students.

To compete successfully, we must see an improvement in public investment in post-secondary education. We must take advantage of opportunities such as Canada's largest single research project, the Synchrotron. We must make the University of Saskatchewan a preferred place for faculty to work and students to learn. We must ensure that the University remains accessible to all Saskatchewan citizens, and is a leader in fostering greater Aboriginal participation.

The challenge may be significant, but it should not seem intimidating. We have a tradition of academic strength. We have one of the most beautiful campuses in Canada. We are situated in an attractive, vibrant community. We are in one of the most democratic countries in the world. Indeed, we can compete well – but we must always remember that we do have to compete – on a national and international scale.

It is a challenge I anticipate with enthusiasm, knowing and appreciating the kind support that has been shown to me as I prepare for my new role. I know we will succeed.



Peter MacKinnon

A COMMITMENT TO CHANGE

Throughout the University of Saskatchewan, the past year signified a commitment to change and renewal. Most significantly, it was a shared commitment that transcended individual, college and departmental agendas with a vision of the University as a whole – as a major contributor to research, learning and advancement not only in the province but also in the global community to which we all belong.

To address the challenges identified by the University community as well as those presented by its partners, particularly the provincial government, A *Framework for Planning at the University of Saskatchewan* was formulated and approved by University Council in March 1998. As intended, this concise nine-page document was the guide for the University's key activities of 1998-99.

A *Framework for Planning* presents the Vision, which reflects the Mission Statement of the University of Saskatchewan as "a model of scholarly inquiry, a place where all who contribute to its achievements...can take pride in their commitment to this centre of excellence dedicated to the service of the people of Saskatchewan and Canada." The Vision sees the University as, "Bringing the world's work to our door and taking our work to the world" and stresses, "The point is to strive to measure and be measured by high international standards."

The *Framework* document sets forth the principles, the means by which the University's core values are put into practice:

- to be autonomous, in the sense of pursuing scholarly excellence with freedom of inquiry;
- to be driven by considerations of quality; and
- to be accountable in explaining how the University uses its autonomy to ensure that its quality objectives are being met.

The next section of the *Framework* document sets forth the goals.

- to improve the quality of instruction programs;
- to intensify research efforts;
- to foster the teacher-scholar model; and
- to respond to the needs of Aboriginal peoples.

The following section in this Annual Report focuses on what the University has done to meet these goals in the past year.

Along with its goals, the *Framework* presents its strategies of Priority Determination, Systematic Program Review, and Program Termination Procedures. The greatest strides in 1998-99 were made in the area of Priority Determination. Priority Determination requires that all Colleges put one percent of their budgets toward new areas of priority that are agreed upon University-wide. In December 1998, Council confirmed the Planning Committee's recommendation that biotechnology be the first priority area. The Virtual College of Biotechnology is a promising example of the synergy that the *Framework* document has begun to create.



In concert with this process was the agreement of the Deans in June 1998 that no faculty appointments should be reauthorized in the absence of an acceptable College Plan, and a commitment to develop these plans by December 1998. While at year-end (April 30, 1998) some College Plans had required revisions and had not received final approval, the process has stimulated constructive communication. The process has also helped to delineate priorities more clearly, and tie these to the overall process of achieving greater focus and higher quality in academic programming.

A commitment to change and renewal requires a contribution from every employee in the University community and in many instances requires the development of new skills, abilities and strategies. Administrative units, such as the Human Resources Division, shifted their direction to align with and support the commitment to renewal. They acted quickly to assist committees and departments with strategic planning; to provide a range of learning opportunities for employees, and in particular for leaders at all levels of the organization; and to develop manuals and programs to assist with recruitment and retention of employees.

The *Framework* document and the activities of the University in the past year address key recommendations of *The Report of the Minister's Special Representative on University Revitalization* (1996). More commonly referred to as *The Mackay Report*, it highlighted the critical situations of the province's universities and suggested several initiatives to achieve the goals of both the government and the universities.

Certainly, 1998-99 at the U of S carried a strong theme of change. Change in programs, change in infrastructure and funding challenges – and changes in people, most notably the conclusion of President George Ivany's ten years of outstanding leadership and the selection of a new president, Peter MacKinnon, effective July 1999. But change is the lifeblood and hallmark of an institution as dynamic as the University of Saskatchewan; change is ongoing. What distinguishes the past year – and hence is highlighted in this Annual Report – was the commitment to and demonstration of a focused, co-operative movement to re-shape the University in very fundamental ways, to ensure its continuing relevance, and to reaffirm its commitment to accessibility, equity, and accountability.

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WORKING TOWARD OUR GOALS

"We have already indicated that expectations of the University are evolving. We are increasingly aware that meeting these expectations will require changes in our institution. We are also acutely aware that we do not have the resources to meet all of these expectations equally well. It is therefore in everyone's interest that we choose our goals carefully. Below we have set out those goals that we believe should be of highest priority for our University in the next decade. Pursuing them will not require a redefinition of the University; what it will require is a marshaling of energy and resources to perform traditional roles, including community service, in an enhanced manner."

A Framework for Planning, p. 5

Improving the quality of instructional programs

Intensifying research efforts

Fostering the teacher-scholar model

Responding to the needs of Aboriginal peoples



STEVE PINDER, STUDENT, COLLEGE OF ENGINEERING

I. Improving the Quality of Our Instructional Programs

"The University of Saskatchewan must actively embrace innovative, high quality, instructional programs at both the graduate and undergraduate levels."

A Framework for Planning, p. 5



The University has always endeavored to provide its students with a quality education, and we can point with pride to U of S graduates who have gone on to achieve international recognition in a wide range of disciplines. Our students' work ethic and training make them strong prospects for recruiters in the public and private sectors.

As an educational institution, the University of Saskatchewan continues to demonstrate its ability to achieve standards of excellence. Our medical school was the only one in Canada to match all its graduates to residency programs in the first round. A College of Law team won a prestigious Canadian moot court competition. Their written memorial advanced to the international competition in Washington D.C. and placed fifth among 350 law schools from around the world. Dwight Newman, member of the team, was selected as a clerk to the Chief Justice of Canada. A College of Commerce team won the Manitoba International Marketing Competition, against strong competition from students in Canadian and U.S. business schools. For the second year in a row, their coach, faculty member Ayten Forrest, won the Spirit Award, given to the professor who engenders international understanding of sportsmanship in the competition among participants.

Programs at the U of S "bring the world to the student" and "bring the student to the world." The programs of the relatively new U of S International have raised the profile of Saskatchewan globally, while affording unique learning opportunities for our students. Numerous other programs, conferences and partnerships – aided significantly by advanced technology – have increased our connections to and dialogue with the global network of institutions and scholars.

Sometimes the initiatives are not large, but they are significant in promoting international understanding and partnerships. The College of Nursing sent six baccalaureate students to Niger as part of an international health practicum. These students helped provide primary health care services in a number of villages from January-March 1999.

Our sense of belonging to a global university community was enhanced this year with the inauguration of the U of S Chapter of the Golden Key Honour Society, with 270 chapters worldwide. To be eligible for the U of S chapter, students must be enrolled as undergraduates, have completed at least 30 credit units at the U of S and be in the top 15% academically within their college or the Extension Division.

While all of these accomplishments attest to our quality programs and students, we recognize the major challenges before us to improve instructional programs. Much is at stake. A 1992 Census Canada statistic revealed that 70% of the 1990 U of S graduates still live in Saskatchewan. The future success of our province depends heavily upon the ability of its U of S graduates to achieve international standards of excellence in business, agriculture, science, health, the arts and other fields. In meeting this challenge, the University must not only provide new programs, but also deliver programs in new ways. In many instances, partnerships and the merging of resources have been the key.

"The government believes that it is in the public interest for the universities to be flexible and creative in recognizing and responding to the changing needs of an increasingly diverse student population, and to collaborate willingly and effectively with other post-secondary institutions in meeting the needs of society and the new economy."

Public Interest & Revitalization of Saskatchewan's Universities, p. 9

More and more partnership opportunities are being explored with the University of Regina. The Department of Languages and Linguistics offered a course in French literature for the third year in a row, in collaboration with the University of Regina. Each year a different course is given, drawing on the expertise of a number of faculty members from both universities.

Access is important, as is inclusiveness. Students who are not in the main stream of the University were given a greater sense of belonging in 1998 with the establishment of the Unclassified Students Advising Service, provided by Extension Division. Unclassified students are those who are permitted to register in degree credit courses but who do not wish to enter a degree program or who do not currently meet the specific admission requirements of a degree program. They may study on-campus, off-campus, or may combine on-campus and off-campus study.

Led by their Deans, the faculty has been active in amalgamating and reorganizing programs and administration. In the College of Agriculture, Crop Sciences & Plant Ecology was merged with Horticultural Science to form the Plant Sciences Department in July 1998. The College of Dentistry switched from a five year to a four year program to stay competitive with other institutions. Another succinct illustration of change in College focus is the College of Physical Education, which changed its name to the College of Kinesiology as of July 1, 1998 to reflect more accurately the College's current programs and activities.

Fundamental changes have been made by the Colleges in course offerings, as illustrated by the College of Engineering, which has entirely revamped its curriculum. The new first year program is scheduled to be introduced September 1999. Programs have been streamlined; duplication of teaching effort has been eliminated where possible; and obsolete course material has been deleted. New courses with new content have been created to keep pace with changing technologies. All of this has been done within existing capital and space limitations.

In some cases partnership and restructuring have both been implemented to improve programs. The revised B.Sc. in Nutrition, implemented in 1998, incorporates an innovative structure and new partnership with health districts and tribal councils throughout the province. This program is unique in Canada.

Students wishing to take the revised Nutrition program will take one year of pre-Nutrition courses, then apply for admission to the revised four-year program. A key feature of the program is its professional practice component, which begins in year one. Previously, practical experience was only obtained through postgraduate internships across Canada, which were limited. The new partnership model will qualify U of S Nutrition graduates for the credentials necessary to practice as a dietitian anywhere in the world.

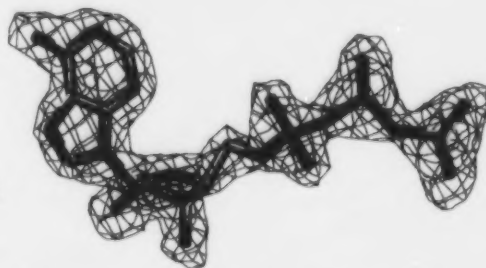
As well as providing the necessary experience for its students, the program benefits its partners by providing student placements in 13 health districts across Saskatchewan. The College anticipates additional placements with Tribal Councils, who are adding dietitians and nutritionists to their health care services. The new program will also facilitate interaction among faculty and practitioners, and provide increased opportunities for collaborative research.

With all programs at the U of S, technology will continue to play an important role in improving instructional quality. DAVS announced a five-year plan to upgrade 60 classrooms, lecture theatres and labs with learning technology, and disburse 20 mobile multimedia consoles throughout the campus by 2003. To date, six lecture theatres have been upgraded with the consoles.

THE VIRTUAL COLLEGE OF BIOTECHNOLOGY

The year's most prominent example of the University's renewed efforts and process to improve instructional programs is its new Virtual College of Biotechnology, approved by Council in November 1998. Saskatoon and Saskatchewan are gaining international renown in the research, teaching and commercial development of biotechnology primarily because of research in this area by faculty of our University and by the establishment of private sector companies at its adjacent research park, Innovation Place. The new virtual college enhances the university's and indeed the province's reputation in this field.

Biotechnology is expanding worldwide, with a resulting demand for skilled graduates who can provide leadership from different perspectives, including management and research, and an understanding of the issues facing the industry. This multifaceted demand by the industry was



illustrated by the members of the task force responsible for developing the proposed College, who came from Agriculture, Arts and Science, Commerce, Engineering, Law, Medicine and the Western College of Veterinary Medicine.

The College will offer four or five interdisciplinary programs at the undergraduate and graduate levels. There are two interrelated streams:

- a stream for those interested primarily in the science of biotechnology (but with an understanding of social, economic, business and ethical issues); and
- a stream for those whose primary interests are in the social, economic, business and ethical issues associated with the industry (but with an understanding of the science of biotechnology).

Each U of S college has contributed a portion of its operating budget to a central pool for agreed-upon priorities such as the virtual college. The fund will cover additional faculty positions in three colleges. Most of the program coordination costs are covered by a grant from Saskatchewan Economic and Co-operative Development.



II. Intensifying Research Efforts

"In universities, research agendas are not mandated, they are constructed by a community of scholars. As such they are changing rapidly, constantly shifting in response to new discoveries, new evidence, new problems and new needs...Those who are engaged in it are uniquely situated to bring the world to the university and the university to the world. At the University of Saskatchewan the commitment to research and scholarship needs to be intensified."

A Framework for Planning, p. 6



The University of Saskatchewan faculty worked on research projects totalling almost \$50 million in the past year. While this may seem impressive, the figure could be significantly higher. Many other North American universities have been much more successful in attracting research dollars from external sources, highlighting the need at the U of S to intensify and promote more aggressively its research activity.

Research and teaching should never be an either/or debate, for the two are intertwined. A strong research program attracts scholars and program funding, promotes national and international exchange, and heightens the profile of the institution. This in turn attracts quality students, provides them with more opportunities to interact with leaders in their disciplines, adds prestige to their degrees, and increases their opportunities for employment and professional advancement.

A robust, independent university research environment has produced an excellent return on investment for the people of Saskatchewan and the nation. Advancements in Saskatchewan agriculture – and subsequently agriculture globally – can be attributed in large part directly to the research discoveries and collaborations of the University over the past 90 years. The work continues. In 1998, a Transportation Chair at the College of Agriculture, created through a \$500,000 endowment from the Province of Saskatchewan, undertook research on transportation issues that will impact Saskatchewan farmers and the agri-food sector. In another announcement, a research team from Agriculture received \$750,000 from the federal government to develop insect resistant canola.

Many departments and colleges were able to report significant improvements in research, indicating that some progress has been made to achieve the goal of intensifying research. Chemistry is one example. While five years ago about half of the chemistry faculty had research grants from external sources, in 1998 all professors in the department were active in research and, except for the most recent appointees, received external grants.

Thanks to the *First & Best Campaign*, government funding and other grants, the University has been able to establish Chairs to attract expertise that will encourage research and teaching in priority areas. Brian Fowler, an internationally recognized expert in winter wheat, was appointed to the new Eco-Agriculture Enhancement Chair. Other appointments to chairs in 1998 were Dr. James Nolan to the Transportation Chair in Agricultural Economics, and Dr. Jennifer MacLennan to the D.K. Seaman Chair in Technical and Professional Communication in the College of Engineering.

Today's research relies heavily on advanced technology and state-of-the-art facilities, which in turn promotes excellence in research, which in turn leads to more prominence and new funding dollars. The work of the Department of Geological Sciences – including associate professor Yuanming Pan, who won a Petro-Canada Young Innovator Award in 1998 – helped to attract donations from four international companies totalling \$3 million in software for geological research.

Other infrastructure funding, resulting from a partnership of the CFI (Canada Foundation for Innovation), the Province of Saskatchewan and the U of S, improved lab facilities and equipment that will enable better tracking of global pollution. Another research project in the College of Pharmacy is developing more effective, lower-dose pharmaceuticals.

The University has been very successful in winning CFI awards, and in 1998-99 was second only to the University of Toronto in total CFI funding. This includes \$1.8 million announced in the spring of 1999 for a Saskatchewan Structural Sciences Center, to be housed on one floor of the planned Thorvaldson addition on campus. Over 35 U of S faculty from various disciplines will have access to state of the art instruments to study the structure of matter. The Center will also serve and train scientists from other universities, government labs and the private sector.

Research is conducted in many disciplines other than just natural sciences. The social sciences are also very active in research projects, such as the work of Professor Valerie J. Korinek, Department of History, a cultural and gender historian. In 1999 she was awarded a Social Sciences and Humanities Research Council grant for a study which examined the history of Western Canadian gay and lesbian communities from 1945-1990.

It is beyond the scope of this annual report to list all the research achievements at the U of S in the past year. The National Sciences and Engineering Research Council (NSERC) alone announced in April that 73 research projects at the U of S were receiving the major part of \$10 million in grants to 99 projects in the province.

That said, there was one achievement that was a highlight not only of the year, but arguably of the century: the announcement of the Canadian Light Source Synchrotron, a project with unprecedented promise for the future of research at the University of Saskatchewan.

"Universities are committed to pursuing free inquiry and fearless critique because in so doing they practice, and to an important degree safeguard, basic human freedoms and aspirations to understand the human condition and world we live in. Universities continue to earn the right to such exemplary privileges by taking seriously the need to meet public expectations, respond to public initiatives and contribute to the common good."

Public Interest & Revitalization of Saskatchewan's Universities, p. 4).

THE SYNCHROTRON

On April 1, 1999 – after a concentrated team effort and major funding commitments by the provincial government, industry and university partners – The Canada Foundation for Innovation (CFI) approved a \$56.4 million contribution to build the Canadian Light Source (CLS) synchrotron at the University of Saskatchewan. The \$173.5 million national facility will be the largest scientific project ever built in Canada.

Synchrotron light is generated by using strong magnets to accelerate electrons that are travelling near the speed of light. Millions of times brighter than medical X-rays, synchrotron light can be used in basic and industrial research including materials science, environmental science, engineering, pharmaceuticals, medical diagnosis and treatment, and biotechnology.



Years of intensive work went into developing the proposal and convincing an international team of scientists that the project belonged on our campus. Led by the University of Saskatchewan, the proposal team and supporters included representatives from the federal and provincial governments, the City of Saskatoon, and individuals and organizations from the business and scientific communities. The project also received the endorsement of 18 other universities.

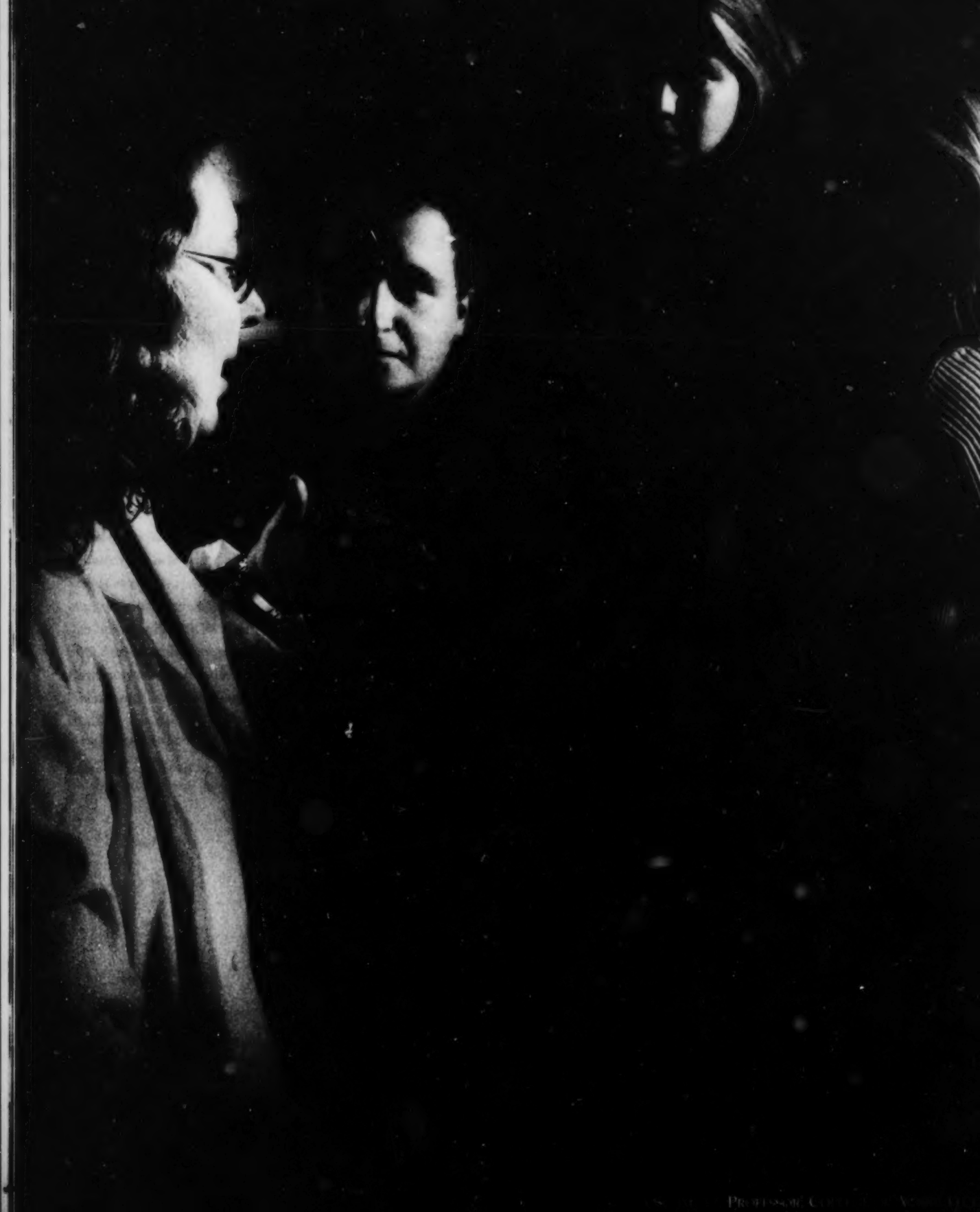
The CLS will be built around the existing Saskatchewan Accelerator Laboratory (SAL) on the U of S campus, and is expected to begin operation in 2003.

The benefits are both immediate and long-term. Construction of the project will create 500 jobs per year over four years. About 200 scientists, technicians and operations staff, including 60 current SAL staff members, will be employed at the facility when it is fully operational in 2008. An independent study has estimated the CLS could attract \$35 million annually in commercial research and development spending.

This research project is the first in Canada to involve a federal-provincial-civic partnership with a university. The CLS will be owned and operated by the U of S for the various stakeholders. There will be an advisory board of stakeholders, and the National Research Council (NRC) will work with the U of S in managing the CLS as a national facility.

"It was clear from the outset that a project of this magnitude could only be realized through a partnership of universities, industry, the scientific community, various levels of government and many other groups. Because of their co-operation, hard work and dedication, Saskatchewan will have a wonderful new facility to enhance our province's reputation for innovation."

Roy Romanow
Premier of Saskatchewan



III. Fostering the Teacher-Scholar Model

"Given this University's strong commitment to research, and its equally strong commitment to a broad range of educational programs, it makes sense to place a high value on research that has an impact on the learning experience of students, and a high value on teaching that is informed by scholarly activities."

A Framework for Planning, p.6



Each year, students and faculty present awards to outstanding teachers, those individuals who instill a passion for their subject by exemplifying the ideal teacher-scholar model. Most graduates of the University have special memories of their "favorite prof," someone who inspired scholarship through his or her words and actions.

The Master Teacher Awards and other forms of recognition serve to encourage this model, as do complementary activities that promote interaction of faculty and other partners in University education. For example, in 1998, the Chuck and Norma Childers' Chair for Saskatchewan Enterprise was established, "to encourage applied research into all aspects of Saskatchewan enterprise, and provide opportunities for students to contribute to and learn from Saskatchewan enterprise."

The College of Agriculture received a \$3.75-million grant from the Agri-Food Innovation Fund (AFIF) to create, "a human resource initiative both in molecular agriculture and applied biotechnology and ag-biotechnology. This initiative will generate new opportunities for the College both in research and learning environment. The ag-biotechnology human resources development component will include short courses for individuals from many sectors, including industry, while allowing post-graduate students to engage in longer-term research activities."

Some colleges have established close professional partnerships to enhance learning. The largest (in terms of numbers) and perhaps best-known partnership is the relationship between the Saskatchewan Teachers Federation and the College of Education to provide internships and practice teaching placements. This relationship strengthens both partners by creating better graduates, inspiring the more seasoned practitioners, and enhancing the relevance of the College to the profession it serves.

In March 1999, The College of Engineering held the official opening of the Peter N. Nikiforuk Innovative Teaching and Learning Centre, which promotes programs such as narrowcast classroom links between the U of S and U of R, and web-delivered math and other courses under the Cameco Access Program for Engineering and Science.

Our graduate students play an important role as teachers and scholars. They are the new generation of researchers, while providing instruction and tutorials for thousands of undergraduates. Given that graduate students also pay fees to attend the University, they represent an economical and valuable teacher-scholar resource – good reason in itself for advocating a stronger University graduate program.

A Framework for Planning emphasizes the critical importance of fostering the teacher-scholar model on a systematic, campus-wide basis. This builds upon work that was begun in 1977, under the direction of Dr. Gwenna Moss.

In 1998, Vice-President Academic Michael Atkinson directed that, "In conjunction with the University of Regina, the Instructional Development Committee and Dr. Gwenna Moss will identify the programs to which a new Teaching and Learning Centre will be committed in its early days." The University allocated \$70,000 to the Centre in 1998/99.

"The government believes that it is in the public interest for the universities to ensure that there is fair and appropriate balance between the teaching activity and scholarly pursuits of their faculty, and to ensure that their internal procedures for performance review recognize effectiveness in teaching as being at least as important as excellence in research."

Public Interest & Revitalization of
Saskatchewan's Universities, p. 8

THE TEACHING AND LEARNING CENTRE

Information to create a new Teaching and Learning Centre was gathered from November 1998 to April 1999, through meetings, questionnaires and focal group discussions. Students, sessional lecturers and faculty from all colleges had the opportunity to provide input.

The Centre will promote discussion and faster dissemination of the best teaching practices already employed on campus. In fulfilling the University's mission, "to practice scholarship in teaching so we can inspire in our students love of learning and critical thinking," the Centre has ten objectives:

1. To provide information, resources and programs to assist individual instructors to assess and develop their instructional skills.
2. To encourage an institutional climate and culture that promotes, recognizes and rewards good teaching.
3. To facilitate the exchange of information about effective teaching practices.
4. To encourage the sharing of teaching experiences and ideas among experienced and new instructors.
5. To establish an organizational mechanism that serves as a catalyst for instructional development.
6. To promote instructional development to a wide range of target groups (e.g., faculty, sessional lecturers, graduate students, laboratory instructors, and librarians, both on and off campus).
7. To assist instructors to promote the development of effective learning skills among their students.
8. To promote research on teaching and learning, and encourage experimentation with a variety of forms of teaching and learning, including new methodologies and technologies.
9. To support instructors in their use of technology for the benefit of effective teaching.
10. To encourage a strong institutional commitment to systematic evaluation of teaching.

The Centre, through collaboration with other units on campus that support teaching, will provide educational programming, consultation services, an inventory of campus expertise, resource materials and newsletters, opportunities to facilitate research in teaching, and networking with teaching committees across campus.



IV. Responding to the Needs of Aboriginal Peoples

"In Saskatchewan, the task of responding to specific, local needs and, simultaneously, opening doors to the world, is particularly pressing in the context of Aboriginal peoples. Making available to Aboriginal peoples the full resources of the University is one side of that equation; integrating Aboriginal knowledge into the curriculum and practices of the University is the other."

A Framework for Planning, p. 7

All Aboriginal students are encouraged to self-identify as such at the University of Saskatchewan, to help ensure they are made aware of and given access to various support services including admission, registration, program advising, academic advising, and liaising with funding agencies and professors. The 1998 enrollment of self-identified Aboriginal students was approximately 1500 (up from 850 five years ago). This is a measurable improvement, but there is still a long way to go before Saskatchewan's Aboriginal population is adequately represented at their University.

The Aboriginal Students' Centre, established in 1991, offers a number of support services, and works closely with faculty and staff advocating on behalf of Aboriginal students and promoting awareness of the Aboriginal culture on campus. Provision of space and services for Aboriginal students was given a major boost in June 1998 when Nova Corporation announced a gift of \$1 million to the University for this purpose.

Inroads are being made to address Aboriginal access and equity. The following programs operated in 1998-99:

- Aboriginal Justice and Criminology Program (Department of Sociology)
- Associate Certificate in Indigenous Business Administration (College of Commerce)
- Teacher Education Programs (College of Education)
- Native Access Program to Nursing
- Native Studies Department
- Native Law Center
- Arts and Science Coordinator of Academic Programs for Aboriginal Students
- Indigenous Students' Council

The Department of Sociology had 30 students enrolled in its Aboriginal Justice and Criminology Program (ABJAC) Program. This program, in its seventh year of operation, is restricted to Aboriginal students. Several of its graduates have gone on to excel in their pursuits, including Connie Braun, who won the 1999 Outstanding Graduate Thesis Award in Social Sciences and was hired in January 1999 as Assistant Professor to coordinate the ABJAC program. Another collaborative effort with Aboriginal peoples and the Sociology Department involves research into current agricultural land use patterns that have a number of negative consequences for both the land and the people.

"Aboriginal students who come to university are often the first ones in their families to do so. Therefore the pressure to succeed is immense, not least of all from themselves."

Kathleen Makela
Aboriginal Students' Centre

At the College of Education, there has been a 26-year commitment to Aboriginal Teacher Education Programs (TEP). In 1998-99 there were 300 students in the three TEP programs:

- Indian Teacher Education Program (ITEP). ITEP also has an agreement with Aurora College, NWT whereby students from the Territories enroll at the College to complete their B.Ed.;
- SUNTEP at Saskatoon and Prince Albert, run jointly with the Gabriel Dumont Institute; and
- NORTEP for northern teachers, based in La Ronge and offered jointly with the U of R.

Virtually 100% of TEP graduates report employment in provincial or band schools. An increasing number of TEP graduates are pursuing a Masters diploma.

The University is noted for its commitment to addressing Saskatchewan issues and placing importance on programs to benefit key sectors of our province. The College of Nursing's Native Access Program to Nursing, initially a program to increase the number of Aboriginal nurses across Canada, became a provincial program in 1998/99.

Partnerships with industry are coming to the fore. CAPES (Cameco Access Program for Engineering and Science), one of the programs at the Peter N. Nikiforuk Innovative Teaching and Learning Centre, partnered with Northlands College and NORTEP/NORPAC to offer first year math and science courses at La Ronge starting September 1998. This is one of several projects to enhance access to engineering and science education for northern and other more remote communities in the province.

The University also wants to attract more role models to further inspire Aboriginal students. We are fortunate to have several outstanding Aboriginal leaders and models on campus such as Lillian Dyck, researcher in the Neuropsychiatric Research Unit and winner of a 1999 National Aboriginal Achievement Award.

It is imperative that Aboriginals regard the U of S as their university, attentive to their needs as well as those of the larger community. Real success arises from full participation and partnership. Partnerships can be developed at many different levels, such as in the past year when DAVS collaborated with the Saskatoon Tribal Council to produce a video entitled, "It's Not Prostitution, It's Child Sexual Abuse". A large proportion of child sexual abuse victims are of Aboriginal descent; this program allows them to tell their story. To date, over 100 videos have been distributed throughout the Saskatoon Community and beyond.

There are no instant solutions, no single program or dictum that will achieve the goal of responding to the needs of Aboriginal people. Rather, there has to be a consistent, long-term approach. Super Saturday and the Super Summer Camps are examples of how the University and Aboriginal community can work together. The "Super" initiatives focus on Aboriginal youth, and encourages them to see attendance at the University of Saskatchewan as a desirable and attainable goal.

SUPER SUMMER CAMPS AND SUPER SATURDAYS

Two week-long summer camps for First Nations children were held in July of 1998, with fall and winter programs held on selected Saturdays.

The initiative incorporates traditional First Nations knowledge into the programs, to nurture the special gifts that are within each child. It is a collaborative venture between the University of Saskatchewan and the Saskatoon Tribal Council (STC). The Saskatoon Tribal Council worked with several members of the faculty, Deans and senior university administrators to get the project off the ground.

"Super Saturday is about creating dreams for the future and teaching our young people that they can become doctors, scientists or great literary writers. If we help them nurture or discover their innate gifts and talents, the enthusiasm and eagerness to learn more of a specific subject follows naturally," said Chief Harry Lafond of Muskeg Lake Cree Nation. "This program is a great mechanism to show our youth that they are important to us and we are pleased that the University of Saskatchewan is committed to Super Saturday and the Super Summer Camps."



The University participated with enthusiasm, with instructors from different disciplines including Biology, Fine Arts, Agriculture and Engineering.

"One of our goals is to let our Indigenous peoples know that this is their university too and that they are welcome," commented Tom Wishart, Acting Dean of the College of Arts and Science. "Our expectation is that introducing young people to the campus will reduce the 'culture shock' they would otherwise face when they come to the university for the first time. We also want to open some doors for native students and to raise their own expectations of what they can do and achieve. We are particularly interested in encouraging more of these students to think about careers in the sciences and professional colleges."

"It is in the public interest for the universities to intensify their efforts to encourage the empowerment of Aboriginal peoples through participation in post-secondary education, both within universities and in Aboriginal institutions."

Public Interest & Revitalization of Saskatchewan's Universities, p. 9



HIGHLIGHTS

MAY 1998

Convocation:

- U of S confers 2,460 degrees.
- Honorary doctoral degrees presented to Sharon Capeling-Alakija, a U of S graduate and senior United Nations official, and Bill Shurniak, a Saskatchewan-raised, self-made financier with close connections to the Hong Kong financial industry.
- Earned Doctor of Letters presented to Dr. Che Kan Leong, a professor in the Department for the Education of Exceptional Children, College of Education.
- Master Teacher Award: Professor Jim Greer, of the Department of Computer Science.
- Distinguished Researcher Award: Professor Ron Cuming, an internationally respected expert and reformer in commercial law.
- President's Service Award: Evelyn Peters, a clerk-steno III in the Department of Biology.
- Dwain Lingenfelter, Deputy Premier and Crown Investments Corporation Minister, announces the creation of 20 discipline-specific SaskEnergy Scholarships worth a total of \$100,000 annually.
- Professor John Courtney, Department of Political Studies is awarded a Killam Research Fellowship.
- The Place Riel Society - which has managed the Place Riel Campus Centre since its construction in 1980 - announces that its managerial function will be dissolved and assumed by the U of S Students Union (USSU).
- Revisions to the Nursing Education Program of Saskatchewan (NEPS) partnership agreement between the University of Saskatchewan and SIAST are approved.
- Bio-Informatics Unit (BU) hosts a week-long International Bio-Informatics School for students from around the world.
- Dr. John Brennan becomes inaugural holder of Chuck and Norma Childers Chair for Saskatchewan Enterprise.
- The Administrative Sciences Association of Canada (ASAC) holds 26th annual conference on campus.
- Relocation of functions and activities from Convocation Hall begins.

JUNE 1998

- Deans discuss academic, faculty, and organizational renewal at summer retreat.
- Nova Corporation donates \$1 million for Aboriginal student space.
- Annual U of S Employee Appreciation Picnic is held in the Bowl.
- U of S submits Synchrotron Proposal.



JULY 1998

- Dr. Dennis Gorecki is appointed Dean of the College of Pharmacy and Nutrition at the University of Saskatchewan, effective July 1.
- The Medical Research Council (MRC) of Canada announces that medical research at the U of S will get a \$1.86 million injection over the next five years.
- College of Physical Education changes name to College of Kinesiology.
- U of S hosts International Wheat Genetics Symposium.
- Hitachi donates \$50,000 to College of Engineering Innovative Teaching and Learning Centre.
- First Nations Summer Science Camp is held at U of S.
- Alumni Association adopts new structure to be more responsive to alumni and University.
- Maria Campbell, widely acclaimed Métis author, is named Writer-in-Residence in the Department of Native Studies.
- Crop Science & Plant Ecology and Horticultural Science merge to become Plant Sciences.

AUGUST 1998

- Royal Astronomical Society of Canada (RASC) confers a never-before-bestowed Special Lifetime Service Award on Professor Emeritus Edward Kennedy.
- University of Saskatchewan Learning Directory Web site, providing information on learning opportunities for University employees, is launched by Organization and Employee Development in collaboration with other service providers.

SEPTEMBER 1998

- U of S alumnus and NOVA CEO Ted Newall and wife Margaret announce donation of \$1 million to the U of S for undergraduate bursaries.
- Internationally acclaimed novelist and essayist John Ralston Saul is announced as this year's Whelen Lecturer.
- Two Agri-Food Innovation Fund (AFIF) grants totaling \$1,148,000, enables revitalization of the University's Termuende Research Farm.
- CUPE Local 1975 Agreement (1997-2000) is signed.
- The College of Engineering and University honor 'Doc' Seaman, by announcing Seaman Communications Chair.
- Two young U of S researchers, Dr. Ram Balchandar, Associate Professor of Civil Engineering, and Dr. Yuanming Pan, Associate Professor of Geological Sciences, each awarded a \$20,000 Petro-Canada Young Innovator Award.
- University of Saskatchewan awards 35 Entrance Scholarships, ranging from \$4,200 to \$17,000, over four years, to top students, based primarily on outstanding academic performance.

OCTOBER 1998

- Disabilities Awareness Week is held on campus October 5-9.
- University Library hosts Access '98, the sixth annual technology information conference of an informal organization of system librarians from across Canada and the U.S.
- Engineering Library receives DIN (Deutsches Institut für Normung) Standards gift.
- Nineteen meritorious faculty with over 15 years, and in some cases over 30 years, of service at the U of S, are honored with emeritus, emerita status.
- Veterinary Internal Medicine members win four awards from their professional organizations, in the areas of service, teaching, research and graduate studies.
- Two U of S writers, Professor Don Kerr and Professor Emeritus Elizabeth Brewster, are shortlisted for 1998 Saskatchewan Book Awards.
- University and Province join forces in new veterinary diagnostic services business.
- College of Medicine signs MOA with Norman Bethune University of Medical Sciences.
- Sask Beef '98 Symposium is held.

Convocation:

- 630 degrees are awarded at Fall Convocation.
- Professor David Christensen, of Animal and Poultry Science, wins the new J. W. George Ivany Internationalization Award.
- Alumni Award of Achievement: Professor Gwenna Moss, who has shaped the policies and practices of teaching adults for over 30 years.
- Distinguished Researcher Award: Biology Professor Larry Fowke, whose basic research has led to promising new tools in both forest regeneration and crop biotechnology.
- Master Teacher Award: Gary Davis, of the Department of Physics and Engineering Physics.
- President's Service Award: Wendy Bates, a coordinator in the Alumni and Development Office with particular responsibilities for alumni reunions and branch activities.
- Earned Doctor of Science: Dr. Madan Gupta, College of Engineering, in recognition of his cutting-edge research in mathematical reasoning.
- Honorary Doctorate: Blaine Holmlund, Vice-President Emeritus of planning and development (1956-1993).
- Proposed Synchrotron project heads into final funding review.
- Dentistry students make guest appearance at American Dental Competition.
- Centre for Agricultural Medicine hosts International Symposium.

- At a news conference held in the Agriculture Atrium on October 30, U of S Board of Governors chair Hal Wyatt announces that Professor Peter MacKinnon will be the institution's 8th president, succeeding Dr. George Ivany on July 1, 1999.

Peter MacKinnon first joined the College of Law at the U of S in 1975 as Assistant Professor. He was promoted to Associate Professor in 1978, and to Professor in 1983. He served as Assistant Dean of Law from 1979 to 1981. MacKinnon went on to serve as Dean of the College from July 1, 1988 to June 30, 1998. He also served as Acting Vice-President (Academic) from August 1996 to July 1997.

A native of Prince Edward Island and a graduate of Dalhousie, Queen's, and the University of Saskatchewan, MacKinnon was admitted to the Bar of Ontario in 1974, and to the Bar of Saskatchewan in 1979. He was admitted to Queen's Counsel in 1990. He has served as President of the Council of Canadian Law Deans, President of the Canadian Association of Law Teachers, member of the Executive Committee of the Law Society of Saskatchewan, member of the Board for the Law Foundation of Saskatchewan, member of the National Judicial Institute Study Leave Committee, member of the Advisory Committee on Ethics for the Regional Psychiatric Centre, and member of the Meewasin Valley Appeal Board.

MacKinnon received a University of Saskatchewan Students Union Excellence in Teaching Award in 1992-93. He has co-edited two books with colleagues John Courtney and David Smith, titled *Drawing Boundaries: Legislatures, Courts and Electoral Values* (1992) and *After Meech Lake* (1991). He has also published several articles in the areas of criminal law, evidence, and law and medicine.

NOVEMBER 1998

- City of Saskatoon pledges additional \$1.2 million for the synchrotron project.
- Agriculture College receives \$3.75 million from Agri-Food Innovation Fund for new ag-biotech training research.
- Two U of S researchers, Dr. Chris Holmden and Dr. Malvinder Singh, receive \$1 million in research infrastructure funding for their respective departments.
- Revised nutrition program is announced, with program to include unique internship with Saskatchewan health districts and tribal councils.
- U of S and Agriculture Institute of Management in Saskatchewan (AIMS) pioneer unique management program for agribusiness sector.
- U of S Libraries participate in Institute for Scientific Information's Web of Science trial.
- *Annual Report on Managed Rehabilitation Program* shows elimination in expenditures of \$500,000, by assisting employees in staying at work or returning to work early.
- Huskies football team wins Vanier Cup.
- U of S Council approves biotechnology as academic priority.

DECEMBER 1998

- A University of Saskatchewan-led research team to receive \$750,000 from the federal government and industry over four years to develop pest-resistant canola.
- U of S Lab scores a world first in biotechnology research by converting an antibody into an enzyme, a breakthrough which could lead to better methods to fight viruses, blood clots and toxins in seed crops.

JANUARY 1999

- More than 2,500 Grade 12 students visit University of Saskatchewan to "Experience US!"
- University commissions study for use of land surrounding campus.
- Crop Production Week includes meetings, research, and social events.
- Ducks Unlimited funds ecological agriculture chair.
- Law Foundation endows entrance scholarship.
- Geography students create bursary in honor of retired Professor John McConnell.
- Watson Wyatt Canada is chosen as vendor of choice for CUPE Local 1975 and ASPA Job Evaluation and Compensation Programs.
- Board of Governors approves renewal of Emma Lake Campus.
- Both Saskatchewan universities participate in a Collaborative Leadership retreat, aimed at developing both leadership and partnerships.
- Synchrotron is awarded \$1 million annual operating grant from MRC.
- U of S law student Jonathan Denis is one of only 15 individuals in North America invited to international conference.

FEBRUARY 1999

- Saskatchewan Economic and Co-operative Development announces first Strategic Initiatives Funding for two U of S projects.
- University develops a new policy on discrimination and harassment prevention that fulfills provincial requirements.
- Family Care Committee is established to examine University's response to changing social factors.
- \$3 million in software donated to U of S geological research by four international companies.

MARCH 1999

- Poultry Centre addition officially opened.
- Geological Sciences receives micro-beam upgrade funding from the Province's Strategic Initiatives Fund.
- U of S law student teams win honors in moot court competitions.
- Provincial government announces support for Thorvaldson and Kinesiology buildings.
- Board of Governors commits total of \$8.3 million to Canadian Light Source project.

- U of S is selected as pre-launch site for National Archives WWW finding aids.
- U of S wins funding to establish new primary health service sites in Regina and Saskatoon.
- University expresses sorrow at death of Nobel Prize recipient and former faculty member Dr. Gerhard Herzberg.

APRIL 1999

- University of Saskatchewan Technologies Inc. (UST) signs royalty sharing and collaboration agreement for the commercialization of University technology.
- Centre for studying Ukrainian heritage opened.
- Seven medical researchers receive \$400,000 in bridge-funding; six others win \$332,000 in Medical Research Council grants.
- Saskatchewan Agriculture Development Fund (ADF) provides \$380,000 for cardiovascular research in Medicine, and hog research in Agricultural Engineering.
- Dr. Beth Bilson is appointed first woman Dean of Law at U of S.
- Professor Jeffrey Taylor, College of Pharmacy and Nutrition, receives Bristol-Myers Squibb Outstanding Teacher Award for 1998-99.
- Partners in Learning, a University of Saskatchewan and University of Regina join Human Resources venture, reports offering 60 learning programs to their employees.
- Organization and Employee Development, in partnership with other departments, completes Phase I of its leadership development program for University employees, indicating that employees from every bargaining unit and level of the organization participated in programs aimed at enhancing a broad range of leadership skills required to lead successfully the renewal and change process.
- Canada Foundation for Innovation approves funding for Canadian Light Source Project.

Building, in more ways than one.

1998 witnessed several major construction projects, at various stages, on campus:

- Addition of a sixth floor to the Agriculture Building
- Planning of extension to the Thorvaldson Building including Spinks Laboratory Wing and Structural Science Centre
- Planning of gymnasium and new building for College of Kinesiology
- PCS addition to the College of Commerce

First & Best – and beyond all expectations

The U of S *First & Best National Campaign* was launched in 1994 with a goal of \$30 million. In concert with the retirement of President George Ivany, the dreamer and driving force behind the campaign, First & Best was officially concluded in April 1998. The final results surpassed \$52 million. This success was an overwhelming show of support for the University, and a tribute to the loyalty, success and "true Saskatchewan spirit" of its graduates.

"With the end of the First & Best National Campaign, we must be careful to continue to nurture our relationships with alumni. They are the strongest supporters the University of Saskatchewan has, and we can never take them for granted."

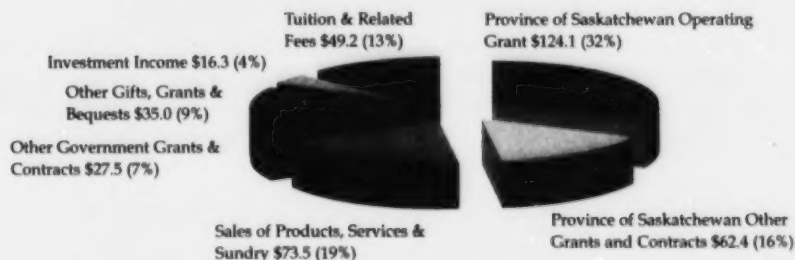
George Ivany, U of S President



FINANCIAL HIGHLIGHTS

Revenues and related expenditures of the University are accounted for in distinct funds in order to recognize restrictions and objectives specified by donors, the Province, other external agencies, or the Board of Governors. Total revenue is derived from the sources shown, with revenue from the Provincial Government (including sales of physician services through the Clinical Practice Plan) accounting for over 50% of total revenue.

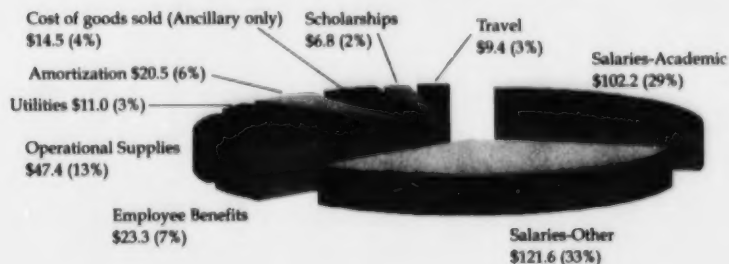
Total Revenue by Source 1998-99 Total \$388.0 (in millions)



Revenue for 1998/99 increased by 4% or \$16 million to \$388 million. This increase was due in part to additional capital funding of \$4 million from the Department of Post-Secondary Education and Skills Training and additional research funding of \$5 million.

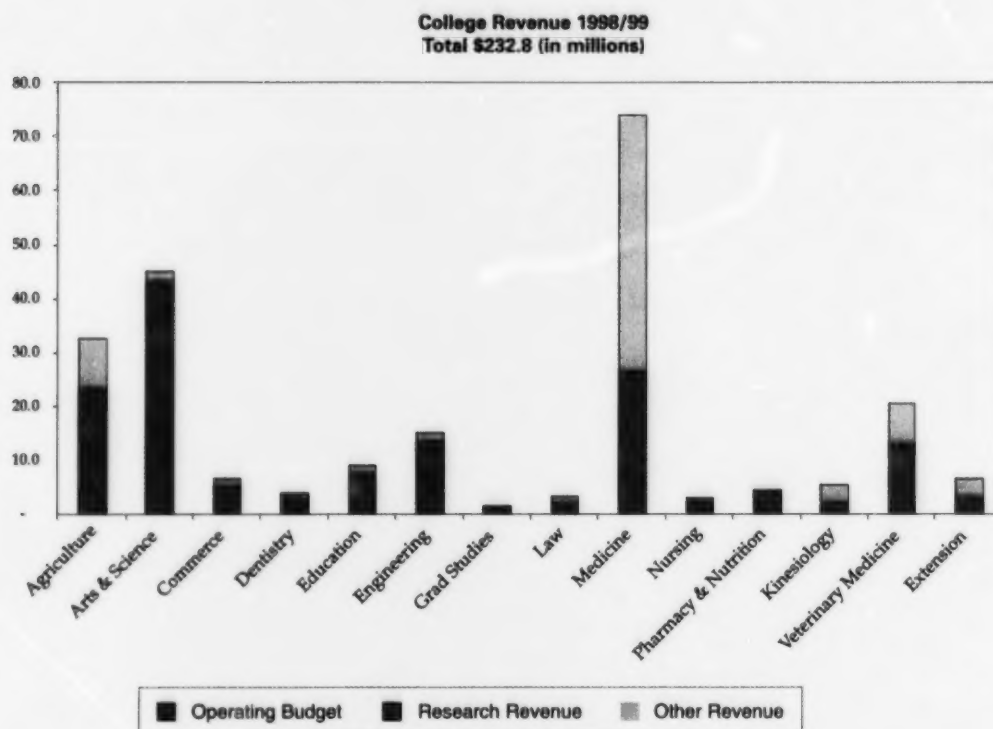
Salaries and benefits make up the largest component of expenditures, amounting to almost 70% of net expenditures of \$356.7 million. Significant expenditure components, net of internal cost recoveries, are shown in the following chart.

Net Expenditures 1998-99 Total \$356.7 (in millions)



Total expenditures have increased by \$14 million, the majority of that increase [\$11 million] reflecting salary adjustments as well as an increase in assisted early retirement commitments. Scholarship and bursary expenditures increased by almost \$1 million, with almost half of the increase reflecting the Board's decision to increase access through additional bursary funding for students.

University programs and initiatives are often focused at the college level. Revenues by type (e.g. operating, research, other) are shown for each college in the following graph.



General Operating Fund

The general operating fund reflects roughly half of all University activity.

Grants to the two Universities are based on an historical fixed percentage share. The Department of Post-Secondary Education and Skills Training engaged Edward DesRosiers and Associates to conduct a study designed to:

- examine the adequacy of operating and capital funding levels provided to the Province's Universities and Federated Colleges;
- determine the equity with which these funds were distributed among the various institutions; and
- recommend appropriate funding mechanisms to underpin their distribution in the future.

The final DesRosiers report was received by Government in June 1998. Throughout 1998/99 University staff have been involved in developing the details of the DesRosiers funding mechanism. The University supports the move to a "cost-based activity driven" funding mechanism.

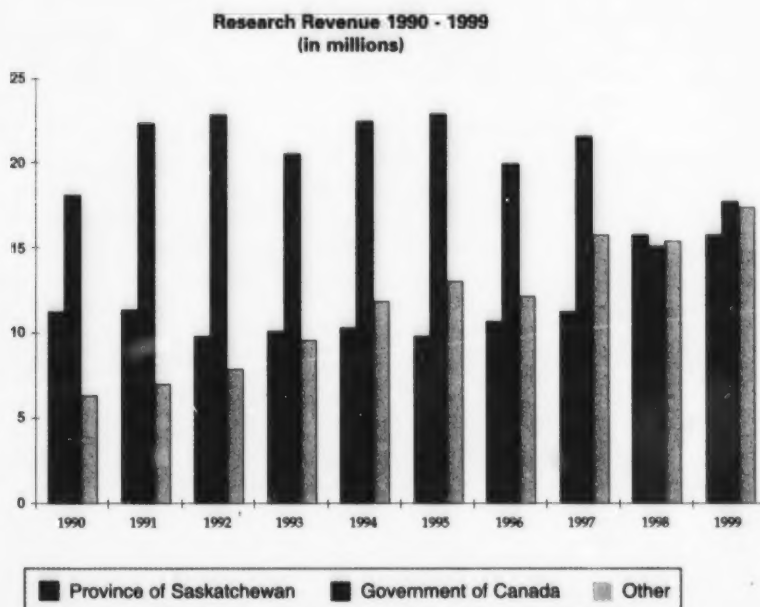
The Province, in its Spring '98 Budget, announced that funding for 1998/99 would be increased by 5%, to \$124 million. This was the first operating grant increase since 1994/95. To recognize an increasing cost base and to provide some measure of support for essential initiatives (such as student bursary support, systematic program review, and the Teaching and Learning Centre), the University had to continue with another phase of budget reductions imposed on almost all colleges and administrative units. Over the two-year period 1997/98 to 1998/99, 22 faculty positions were eliminated and an additional \$2 million in expenditure reductions occurred.

Tuition revenue has increased by \$3.7 million, or 8%. Actual tuition rate increases varied by program as the second phase of the differential tuition by program was implemented.

Research Funds

Over the past 10 years, research (contract and grant) revenues have increased by 42% from \$36 million to \$51 million. Government of Canada funding has declined over this period; this is offset by increases in research funding from the Province and the private sector. For 1999 federal funding, provincial, and private funding each contributed roughly one-third of total funding.

Of federal funding of \$17.8 million, the granting councils contributed \$13 million. The bulk of provincial funding of \$15.8 million was provided by the Departments of Agriculture and Food [\$11.1 million], Health [\$1.6 million], and Economic Development [\$1.2 million].



Capital

For the 1998/99 year the University received total capital funding of \$14.4 million from the Department of Post-Secondary Education and Skills Training. This represents a significant increase in funding from that received in previous years.

In view of the urgency of the University's three highest priority building projects – the Thorvaldson, Kinesiology, and College Buildings – the Board set aside \$5.9 million of the \$14.4 capital grant to provide a source for long term financing of these major projects. During the year, planning and design work for these three projects began, and parallel with that process, discussions continued with Provincial officials and with various lending institutions regarding the option of long term financing.

In the Spring '99 Provincial Budget, the long term financing option was curtailed. However, the Province committed additional funds of \$7 million per year for the next five years (2000/01 to 2004/05) for the Thorvaldson and Kinesiology Buildings. Not included in this funding announcement is any commitment for the College Building restoration (estimated at \$20 million). [We will continue to impress upon the Department the urgency of this critical capital requirement as well as continue to pursue alternate sources of funds.]

In addition to targeting funds for investment in major building projects, the Board also approved the allocation of \$0.5 million capital funding for investment in new faculty through equipment start-up grants. With the assisted early retirement program, the University is recruiting additional faculty and to be competitive it is essential that start-up funds be provided.

The remainder of the \$14.4 million capital grant, or \$8.0 million, was allocated to building and equipment renewal as well as computing infrastructure renewal, and audio visual upgrades to some of our lecture theatres.

Although we are heartened by the increase in capital funding provided by the Province, we are overwhelmed by the backlog of deferred maintenance projects. To maintain our investment in buildings and grounds requires adequate ongoing stable annual funding. With a physical plant valued at \$1.2 billion, even a 1% renewal and replacement allowance would require funding of \$12 million. For 1998/99 just about half of that amount (\$6.6 million) was available for this purpose.

THE UNIVERSITY OF SASKATCHEWAN

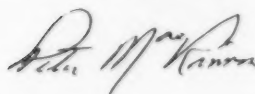
STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR FINANCIAL REPORTING

The administration of the University is responsible for the preparation of the financial statements and has prepared them in accordance with generally accepted accounting principles for not-for-profit organizations. The administration believes that the financial statements fairly present the financial position of the University as at April 30, 1999 and the results of its operations and the changes in its fund balances for the year then ended.

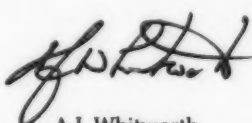
In fulfilling its responsibilities and recognizing the limits inherent in all systems, the administration has developed and maintains a system of internal controls designed to provide reasonable assurance that University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements. The integrity of the internal controls is reviewed on an ongoing basis by the Audit Services Department.

The Board of Governors carries out its responsibility for review of the financial statements principally through its Audit Committee, which is a committee of the Board of Governors. The external and internal auditors have access to the Audit Committee, with or without the presence of the administration.

The consolidated financial statements for the year ended April 30, 1999 have been reported on by the Provincial Auditor of the Province of Saskatchewan, the external auditor appointed under the University of Saskatchewan Act. The Auditor's Report outlines the scope of his examination and provides his opinion on the fairness of presentation of the information in the financial statements.



R.P. MacKinnon
President



A.J. Whitworth
Vice-President
(Finance and Resources)

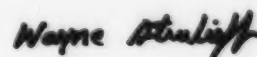
AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan:

I have audited the consolidated statement of the financial position of The University of Saskatchewan as at April 30, 1999, and the consolidated statements of operations and changes in fund balances, and of cash flows for the year then ended. The University's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these consolidated financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the University as at April 30, 1999 and the results of its operations and its cash flows for the year then ended in accordance with generally accepted accounting principles.



Regina, Saskatchewan
September 24, 1999 except for
Note 9 which is as of October 29, 1999

Wayne Strelloff, CA
Provincial Auditor

THE UNIVERSITY OF SASKATCHEWAN
Consolidated Statement of Financial Position
As at April 30, 1999
(thousands of dollars)

Statement 1

	General	Restricted	Endowment	Total	Restated Total 1998
Current Assets					
Cash and short term investments	\$ 13,315	\$ 36,582	\$ 440	\$ 50,337	\$ 27,388
Accounts receivable	13,070	4,100	76	17,246	17,686
Inventories	6,605	0	0	6,605	6,691
Prepaid expenses	557	0	0	557	739
Work in progress	29	3,231	0	3,260	0
	33,576	43,913	516	78,005	52,504
Long Term Assets					
Work in progress	0	4,907	0	4,907	0
Deferred costs (Note 3)	0	0	0	0	561
Long term investments (Note 4)	68,753	50,503	90,673	209,929	211,041
Investment in affiliated entities (Note 5)	286	0	0	286	432
Other assets	372	1,415	0	1,787	1,934
Capital assets (Note 6)	0	261,178	0	261,178	262,783
	69,411	318,003	90,673	478,087	476,751
	\$ 102,987	\$ 361,916	\$ 91,189	\$ 556,092	\$ 529,255
Current Liabilities					
Accounts payable and accrued liabilities	\$ 5,730	\$ 1,577	\$ 0	\$ 7,307	\$ 18,957
Accrued vacation pay and assisted early retirement benefits	9,958	23	0	9,981	8,880
Unearned fees and other deferred revenue	3,193	0	0	3,193	1,707
Current portion of provision for claims payable	1,150	0	0	1,150	1,408
Current portion of long term debt	0	102	0	102	68
	20,031	1,702	0	21,733	31,020
Long Term Liabilities					
Long Term Disability Trust Fund - Provision for claims payable	8,020	0	0	8,020	7,950
Long-term debt (Note 7)	0	3,042	0	3,042	3,113
Capital lease (Note 8)	0	16	0	16	0
Accrual for assisted early retirement	14,174	26	0	14,200	9,433
Due to other funds	247	(172)	(75)	0	0
	22,441	2,912	(75)	25,278	20,496
	42,472	4,614	(75)	47,011	51,516
Fund Balances					
Externally restricted funds	0	99,334	91,264	190,598	158,415
Internally restricted funds	16,719	0	0	16,719	14,764
Invested in capital assets	0	257,968	0	257,968	264,910
Unrestricted funds	43,796	0	0	43,796	39,650
Total Fund Balances	60,515	357,302	91,264	509,081	477,739
	\$ 102,987	\$ 361,916	\$ 91,189	\$ 556,092	\$ 529,255

Approved by the Board of Governors

Laura M. Kennedy
 Chair, Board of Governors

A. E. Wignall
 Associate Vice-President (Financial Services)

The accompanying notes form an integral part of these Financial Statements

THE UNIVERSITY OF SASKATCHEWAN
Consolidated Statement of Operations
and Changes in Fund Balances
For the Year Ended April 30, 1999
(thousands of dollars)

Statement 2

	General	Restricted	Endowment	Total	Restated Total 1998
Revenues					
Government grants and contracts					
Government of Canada	\$ 2,928	\$ 17,864	\$ 0	\$ 20,792	\$ 18,650
Government of Saskatchewan	155,653	30,863	8	186,524	182,191
Other	4,730	1,834	100	6,664	5,969
Student fees	49,244	0	0	49,244	45,526
Gifts, grants and bequests	10,788	20,746	3,527	35,061	28,863
Sales of services and products	70,811	0	0	70,811	61,007
Income from investments	7,273	8,984	34	16,291	26,784
Real estate income	297	110	0	407	0
Miscellaneous income	1,066	1,193	6	2,265	3,263
	302,790	81,594	3,675	388,059	372,253
Expenses					
Salaries - academic	101,107	1,434	0	102,541	99,357
- other	97,347	26,050	0	123,397	116,330
Employee benefits	21,094	2,407	0	23,501	22,502
Operational supplies and expenses	66,616	16,724	4	83,344	71,880
Travel	6,596	3,007	0	9,603	9,290
Cost of goods sold	14,505	0	0	14,505	14,347
Equipment, rental, maintenance and renovations	14,176	2,161	0	16,337	27,013
Utilities	11,547	9	0	11,556	10,789
Amortization	0	20,546	0	20,546	21,860
Scholarships, bursaries and prizes	5,332	1,466	0	6,798	5,842
Interest	0	213	0	213	215
Meewasin Valley Authority levy	0	574	0	574	574
Bad debt expense	44	0	1	45	29
Internal cost recoveries (Note 13)	(50,911)	(5,242)	(90)	(56,243)	(57,071)
	287,453	69,349	(85)	356,717	342,957
Net revenues (expenses)	15,337	12,245	3,760	31,342	29,296
Interfund transfers (Note 14)	(9,236)	4,259	4,977	0	0
Net increase (decrease) in fund balances for year	6,101	16,504	8,737	31,342	29,296
Fund balances, beginning of year as restated	54,414	340,798	82,527	477,739	448,443
Fund balances, end of year	\$ 60,515	\$ 357,302	\$ 91,264	\$ 509,081	\$ 477,739

The accompanying notes form an integral part of these Financial Statements

THE UNIVERSITY OF SASKATCHEWAN
Consolidated Statement of Cash Flows
For the Year Ended April 30, 1999
(thousands of dollars)

Statement 3

	General	Restricted	Endowment	Total	Restated Total 1998
Operating Activities					
Net increase (decrease) in fund balance for year	\$ 6,101	\$ 16,504	\$ 8,737	\$ 31,342	\$ 29,296
Amortization of capital assets	0	20,546	0	20,546	21,860
Unrealized (gain) loss on investments	(44)	(1,806)	(2)	(1,852)	(13,825)
Total decrease (increase) in non-cash working capital	(13,948)	17	2,092	(11,839)	4,041
Cash generated from (used for) operating activities	(7,891)	35,261	10,827	38,197	41,372
Investing Activities					
Work in progress	0	(4,907)	0	(4,907)	0
Purchase of investments (net)	14,269	(837)	(10,468)	2,964	(103,280)
Investment in subsidiary companies	146	0	0	146	543
Purchase of capital assets and library holdings (net)	0	(18,941)	0	(18,941)	(18,638)
Cash generated from (used for) investing activities	14,415	(24,685)	(10,468)	(20,738)	(121,375)
Financing Activities					
Debt financing proceeds (net of repayments)	0	(71)	0	(71)	(68)
Capital lease financing (net of repayments)	0	16	0	16	0
Assisted Early Retirement commitments	4,787	(20)	0	4,767	542
Deferred costs	561	0	0	561	540
Other assets	216	(69)	0	147	(142)
Long term disability claims	70	0	0	70	191
Cash generated from (used for) financing activities	5,634	(144)	0	5,490	1,063
Net increase (decrease) in cash and short term deposits	12,158	10,432	359	22,949	(78,940)
Cash and short term deposits, beginning of year	1,157	26,150	81	27,388	106,328
Cash and short term deposits, end of year	\$ 13,315	\$ 36,582	\$ 440	\$ 50,337	\$ 27,388

The accompanying notes form an integral part of these Financial Statements

THE UNIVERSITY OF SASKATCHEWAN
Consolidated Statement of Operations
and Changes in Fund Balances - General Funds
For the Year Ended April 30, 1999
(thousands of dollars)

Statement 4

	Operating	Ancillary	Specific Purpose	Total
Revenues				
Government grants and contracts				
Government of Canada	\$ 0	\$ 0	\$ 2,928	\$ 2,928
Government of Saskatchewan	124,136	0	31,517	155,653
Other	3,058	0	1,672	4,730
Student fees	49,244	0	0	49,244
Gifts, grants and bequests	34	0	10,754	10,788
Sales of services and products	8,254	30,957	31,600	70,811
Income from investments	4,704	57	2,512	7,273
Real estate income	161	0	136	297
Miscellaneous income	224	0	842	1,066
	189,815	31,014	81,961	302,790
Expenses				
Salaries - academic	80,558	0	20,549	101,107
- other	60,440	5,772	31,135	97,347
Employee benefits	17,579	687	2,828	21,094
Operational supplies and expenses	35,930	2,380	28,306	66,616
Travel	2,079	43	4,474	6,596
Cost of goods sold	0	14,505	0	14,505
Equipment, rental, maintenance and renovations	11,537	1,253	1,386	14,176
Utilities	6,848	4,682	17	11,547
Scholarships, bursaries and prizes	2,116	0	3,216	5,332
Bad debt expense	40	0	4	44
Internal cost recoveries (Note 13)	(30,388)	0	(20,523)	(50,911)
	186,739	29,322	71,392	287,453
Net revenues (expenses)	3,076	1,692	10,569	15,337
Interfund transfers (Note 14)	(7,804)	(969)	(463)	(9,236)
Net increase (decrease) in fund balances for year	(4,728)	723	10,106	6,101
Fund balances, beginning of year as restated	(305)	5,424	49,295	54,414
Fund balances, end of year	(\$ 5,033)	\$ 6,147	\$ 59,401	\$ 60,515

The accompanying notes form an integral part of these Financial Statements

THE UNIVERSITY OF SASKATCHEWAN
Consolidated Statement of Operations
and Changes in Fund Balances - Restricted Funds
For the Year Ended April 30, 1999
(thousands of dollars)

Statement 5

	Capital	Research	Trust	Total
Revenues				
Government grants and contracts				
Government of Canada	\$ 0	\$ 17,764	\$ 100	\$ 17,864
Government of Saskatchewan	15,016	15,847	0	30,863
Other	0	1,834	0	1,834
Gifts, grants and bequests	0	15,438	5,308	20,746
Sales of services and products	0	0	0	0
Income from investments	500	104	8,380	8,984
Real estate income	0	0	110	110
Miscellaneous income	1,024	50	119	1,193
	16,540	51,037	14,017	81,594
Expenses				
Salaries - academic	0	1,377	57	1,434
- other	0	26,022	28	26,050
Employee benefits	0	2,403	4	2,407
Operational supplies and expenses	87	13,641	2,996	16,724
Travel	0	2,988	19	3,007
Equipment, rental, maintenance and renovations	964	1,165	32	2,161
Utilities	0	9	0	9
Amortization	20,546	0	0	20,546
Scholarships, bursaries and prizes	0	87	1,379	1,466
Interest	213	0	0	213
Meewasin Valley Authority levy	574	0	0	574
Internal cost recoveries (Note 13)	0	(5,053)	(189)	(5,242)
	22,384	42,639	4,326	69,349
Net revenues (expenses)	(5,844)	8,398	9,691	12,245
Interfund Transfers (Note 14)	19,658	(8,612)	(6,787)	4,259
Net increase (decrease) in fund balances for year	13,814	(214)	2,904	16,504
Fund balances, beginning of year as restated	264,910	28,755	47,133	340,798
Fund balances, end of year	\$ 278,724	\$ 28,541	\$ 50,037	\$ 357,302

The accompanying notes form an integral part of these Financial Statements

THE UNIVERSITY OF SASKATCHEWAN
Consolidated Statement of Operations by College
All Funds
For the Year Ended April 30, 1999
(thousands of dollars)

	Agriculture	Arts & Science	Commerce	Dentistry	Education	Engineering	Grad Studies
Revenues							
University operating budget							
Original budget	\$ 8,347	\$ 35,648	\$ 5,035	\$ 3,102	\$ 7,596	\$ 8,749	\$ 716
Budget revisions	(38)	(209)	48	(116)	(86)	(72)	39
Revised budget	8,309	35,439	5,083	2,986	7,510	8,677	755
Government grants and contracts							
Government of Canada	2,533	5,950	47	10	551	3,142	424
Province of Saskatchewan	8,864	884	0	70	16	743	0
Other	680	69	0	0	84	14	0
Student fees	0	0	0	0	0	0	0
Gifts, grants and bequests	7,542	1,536	585	62	468	2,014	428
Sales of services and products	1,816	827	781	738	448	430	84
Income from investments	2,324	492	215	26	83	142	69
Real estate income	2	0	0	0	0	0	0
Miscellaneous income	750	29	0	0	0	5	0
	32,820	45,226	6,711	3,892	9,160	15,167	1,760
Expenses							
Salaries							
Academic	5,375	25,315	3,938	1,716	5,432	5,966	189
Other	12,085	10,346	1,137	1,029	1,624	4,280	796
Employee Benefits	1,917	3,955	549	302	792	1,104	66
Operational supplies and expenses	7,054	4,058	804	775	831	1,576	197
Travel	811	1,446	201	63	249	503	61
Cost of goods sold	0	0	0	0	0	0	0
Equipment, rental, maintenance and renovations	2,478	1,568	106	84	165	1,065	46
Utilities	64	7	0	0	0	0	0
Amortization	0	0	0	0	0	0	0
Scholarships, bursaries and prizes	264	225	75	7	65	109	2,029
Interest	0	0	12	0	0	0	0
Meewasin Valley Authority levy	0	0	0	0	0	0	0
Bad debt expense	0	0	0	6	0	0	0
Internal cost recoveries	(2,260)	(3,356)	(788)	(29)	(478)	(740)	(2,497)
	27,788	43,564	6,034	3,953	8,680	13,863	887
Net revenues (expenses)	5,032	1,662	677	(61)	480	1,304	873
Interfund transfers	(1,624)	(1,653)	24	0	(429)	(91)	18
	3,408	9	701	(61)	51	1,213	891
Contingency account adjustments							
Transfers	(290)	(454)	(313)	(6)	(58)	(101)	0
Tuition revenue sharing	320	532	498	36	23	383	0
Other adjustments	26	(51)	(16)	14	62	12	0
Fall-in	102	322	62	35	49	41	0
Net increase (decrease) in fund balances for year	3,566	358	932	18	127	1,548	891
Fund balances, beginning of year	54,143	15,537	4,440	806	3,877	6,042	1,932
Fund balances, end of year	\$ 57,709	\$ 15,895	\$ 5,372	\$ 824	\$ 4,004	\$ 7,590	\$ 2,823

The accompanying notes form an integral part of these Financial Statements

Law	Medicine	Nursing	Pharm & Nutr	Kinesiology	Vet Med	Extension	Other Instr	Admin & General	Total
\$ 2,371	\$ 16,453	\$ 2,565	\$ 2,366	\$ 2,297	\$ 11,026	\$ 3,394	\$ 21,589	\$ 49,274	\$ 180,528
(47)	(692)	14	(24)	103	43	72	1,883	(181,446)	(180,528)
2,324	15,761	2,579	2,342	2,400	11,069	3,466	23,472	(132,172)	0
0	3,980	127	161	16	516	50	169	3,116	20,792
15	28,421	70	124	35	1,024	259	907	145,092	186,524
0	543	0	0	0	1,350	0	0	3,924	6,664
0	0	0	0	0	0	638	0	48,606	49,244
364	7,657	68	1,746	323	1,306	9	174	10,779	35,061
91	17,129	180	217	2,595	5,120	2,223	1,677	36,455	70,811
563	593	29	55	49	286	3	23	11,339	16,291
0	63	0	0	128	0	0	0	214	407
10	0	0	0	0	0	0	4	1,467	2,265
3,367	74,147	3,053	4,645	5,546	20,671	6,648	26,426	128,820	388,059
1,844	29,104	2,016	1,628	1,559	6,585	1,781	2,021	8,072	102,541
546	27,016	610	1,173	1,765	6,713	2,039	11,133	41,105	123,397
253	4,523	302	295	364	1,346	406	2,583	4,744	23,501
539	12,153	232	774	1,446	6,184	1,549	5,359	39,813	83,344
70	2,544	65	144	507	354	573	877	1,135	9,603
0	0	0	0	0	0	0	0	14,505	14,505
11	1,986	30	67	273	1,012	93	7,256	97	16,337
0	13	0	0	0	38	0	49	11,385	11,556
0	0	0	0	0	0	0	0	20,546	20,546
73	421	24	41	35	140	2	81	3,207	6,798
0	0	0	0	0	0	0	0	201	213
0	0	0	0	0	0	0	0	574	574
0	4	0	0	0	17	0	14	4	45
(429)	(7,018)	(56)	(189)	(312)	(1,707)	(710)	(6,200)	(29,474)	(56,243)
2,907	70,746	3,223	3,933	5,637	20,682	5,733	23,173	115,914	356,717
460	3,401	(170)	712	(91)	(11)	915	3,253	12,906	31,342
(24)	4	4	(25)	(3)	(67)	(4)	(116)	3,986	0
436	3,405	(166)	687	(94)	(78)	911	3,137	16,892	31,342
(76)	(259)	(5)	(41)	(64)	(410)	(15)	3	(3,822)	(5,911)
4	(65)	(22)	80	271	(16)	158	0	72	2,274
37	(52)	62	38	6	(37)	(107)	(3,024)	5,223	2,193
20	401	13	36	0	133	0	97	133	1,444
421	3,430	(118)	800	119	(408)	947	213	18,498	31,342
10,616	28,064	899	2,312	1,576	10,937	1,323	6,160	329,075	477,739
\$11,037	\$ 31,494	\$ 781	\$ 3,112	\$ 1,695	\$ 10,529	\$ 2,270	\$ 6,373	\$ 347,573	\$509,081

THE UNIVERSITY OF SASKATCHEWAN
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended April 30, 1999
(THOUSANDS OF DOLLARS)

1. Authority and Purpose

"The University of Saskatchewan" is a corporation operating under the authority of The University of Saskatchewan Act, 1995, Chapter U-6.1 of the Statutes of Saskatchewan. The primary role of the University is to provide post-secondary instruction and research in the humanities, sciences, social sciences, and other areas of human, intellectual, cultural, social and physical development. The University is a registered charity and is therefore exempt from the payment of income tax, pursuant to Section 149 of the Income Tax Act.

2. Summary of Significant Accounting Policies and Reporting Practices

These financial statements have been prepared in accordance with generally accepted accounting principles. The following accounting policies and reporting practices are considered significant:

a) Basis of Consolidation

The consolidated financial statements include the accounts of the following entities:

- University of Saskatchewan Technologies Inc., a wholly-owned subsidiary of the University. The company's mission is to evaluate, protect and exploit University controlled intellectual property.
- Agricol Research Investments Inc., a wholly-owned subsidiary of the University. Through Agricol, the University of Saskatchewan promotes and participates in research, education and technology transfer related to the agriculture industry.
- University of Saskatchewan Crown Foundation, a non-profit entity incorporated under the Crown Foundation Act of Saskatchewan. The Foundation was created for the purpose of receiving gifts of real and personal property and provide transfers of property to the University of Saskatchewan.

Affiliated entities, which are effectively controlled by the University but not included in the consolidated financial statements are:

- Canadian Prairie Feed Resource Centre Inc., a non-profit corporation whose sole member is the University of Saskatchewan. The objectives of the company include providing leadership for research, innovation, product development, and technology transfer in feed ingredient utilization.
- Prairie Swine Centre Inc., a non-profit corporation whose membership is restricted to the members of the Board of Governors of the University of Saskatchewan. The company is engaged in research, education and technology transfer related to pork production in Canada.
- Western Beef Development Centre Inc., a non-profit corporation whose membership is restricted to members of the Board of Governors of the University of Saskatchewan. The mandate of the company is to support the efficient and orderly economic advancement of the Western Canadian beef industry.

b) Use of Estimates

The preparation of financial information requires management to make estimates and assumptions that affect reported amounts of assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

c) Fund Accounting

The University follows the restricted fund method of accounting for contributions. Under fund accounting, resources are classified for accounting and reporting purposes into funds in accordance with specified activities or objectives.

The University has classified accounts with similar characteristics into major funds as follows:

- i) General Funds are unrestricted and account for the University's program delivery, service and administrative activities. These funds are further classified as Operating, Ancillary and Specific Purpose.

Operating Funds account for the University's function of instruction, including academic support services, administrative services, plant maintenance and other operating activity.

Ancillary Funds provide goods and services to the University community which are supplementary to the functions of instruction, research and service and are expected to operate on at least a break-even basis.

Specific Purpose Funds are designated for specific projects or purposes.

- ii) Restricted Funds carry restrictions on the use of resources for particular defined purposes. These funds are further classified as Capital, Research and Trust.

Capital Funds account for the acquisition of capital assets, major renovations and improvements to capital assets.

Research Funds account for activities in support of research.

Trust Funds account for activities that have been stipulated by donors and contributors.

- iii) Endowment Funds account for resources received with the stipulation that the original contribution not be spent. The fund also consists of a portion of the investment income earned on these funds that is required by donors and the Board of Governors to be added to the fund to offset the eroding effect of inflation.

d) Inventories

Inventories are valued at the lower of cost and net realizable value which is determined by the first in first out method, with the exception of feedlot cattle. Feedlot cattle are stated at market value.

e) Deferred Costs

The University records deferred costs to account for capital assets acquired by means of internal cash loans from operating funds. Internal loans of this nature occur when it is advantageous for the University to use its own cash resources rather than borrowing or leasing from outside parties.

f) Investments

Short term investments are carried at the lower of cost and market value. Long term investments consist primarily of pooled funds and are carried at market value.

g) Investment in Affiliated Entities

The University of Saskatchewan uses the equity method to account for profit-oriented affiliated entities in which the University of Saskatchewan exercises significant influence, but does not control. Under the equity method of accounting, the investment is initially recorded at cost and the carrying value of the investment is adjusted to recognize the University of Saskatchewan's proportionate share of the net earnings (losses) of the entity.

Non-profit affiliated entities in which the University of Saskatchewan exercises significant influence, but does not control, and all other investments are recorded at cost less any permanent decline in the value of the investment.

h) Capital Assets

Purchased capital assets are recorded at cost. Donated capital assets are reported at fair market value upon receipt by the University. Amortization expense is reported in the Capital Fund. Capital assets, other than land, are amortized using the straight line method over their estimated useful lives as follows:

Site improvements	20 years
Buildings	40 years
Computers	3 years
Equipment & furnishings	6 to 8 years
Library Materials	10 years

i) Donations and Pledges

Donations are recorded as revenue in the fiscal period in which they are received. Gifts-in-Kind, including works of art, equipment, investments and library holdings are recorded at fair market value on the date of their donation.

Pledges made by donors to the University for donations to be received in future years are not recorded in the financial statements.

j) Revenue Recognition

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund when received. Other restricted revenue is recognized on the completed contract method.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions for endowment are recognized as revenue in the Endowment Fund.

Investment income earned on Endowment Fund resources that must be spent on restricted activities is recognized as revenue of the appropriate restricted fund. Unrestricted investment income earned on Endowment Fund resources is recognized as revenue of the General Fund. Other investment income is recognized as revenue of the General Fund when earned.

k) Fair value

The fair values of cash and short-term investments, accounts receivable, accounts payable and accrued liabilities, and accrued vacation pay approximate their carrying value due to the short term nature of these assets and liabilities.

3. Deferred costs

Water conservation costs, including capital costs for the Education and Kinesiology pools make-up water systems and the LINAC equipment cooling system - amortized against the utility expenditures on the basis of estimated annual savings in utility costs.

1999	1998
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\$ 0	\$ 561
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4. Long Term Investments

	1999			1998	
	Less than 5 years	5 to 10 years	More than 10 years	Total Fair Value	Total Fair Value
Bonds & Debentures	\$ 82,589	\$ 14,593	\$ 16,951	\$ 114,133	\$ 125,844
Equities					
Canadian	0	0	41,244	41,244	33,128
Foreign	0	0	44,665	44,665	36,166
Other Investments	\$ 9,887	0	0	9,887	15,903
	<u>\$ 92,476</u>	<u>\$ 14,593</u>	<u>\$ 102,860</u>	<u>\$ 209,929</u>	<u>\$ 211,041</u>
Market Yield	4.85% - 17%	5.7% - 14%	5.4% - 11.25%		

Investments are placed with government guaranteed securities and well capitalized, high quality financial institutions. By policy, the University limits the amount of credit risk exposure in any one type of investment instrument.

5. Investment in affiliated entities

	1999	1998
Investment accounted on the equity basis:		
Biostar Inc.	\$ 0	\$ 147
MRV Ltd.	0	0
Investments recorded on the cost basis:		
Saskatchewan Food Industry Development Centre Inc.	0	0
Prairie Diagnostic Services Inc.	0	0
Biostar Inc.	0	0
Alviva Biopharmaceuticals Inc.	0	0
CanEd International Inc.	0	0
Ceapro Inc.	25	25
Ag-Spec Analytical Services Ltd.	260	260
Pharmaderm Laboratories Inc.	0	0
GlobalEd Multimedia Technologies Inc.	1	0
	<u>\$ 286</u>	<u>\$ 432</u>

Investments which have a nominal value are shown with a nil cost.

The following summarizes the financial information of affiliated entities which are effectively controlled by the University, but not included in the consolidated financial statements:

	1999		1998	
	Prairie Swine Centre Inc.	Western Beef Development Centre Inc.	Prairie Swine Centre Inc.	Western Beef Development Centre Inc.
Total Assets	\$ 5,438	\$ 808	\$ 2,703	\$ 106
Total Liabilities	3,782	404	869	49
Total Revenue	2,539	678	2,842	492
Total Expenses	2,717	666	2,521	444
Excess of revenue over expenses	(178)	12	321	48
Cash Flow from:				
Operating Activities	2,902	281	332	58
Investing Activities	(94)	(353)	(330)	(10)
Financing Activities	(122)	73	(11)	0
Increase (decrease) in cash	2,686	1	(9)	48

Included in the accounts of the University are transactions with these affiliated entities, including the following:

	1999	1998
Sales of services and products	\$ 927	\$ 678
Interest income	17	23
Expenditures	178	178
Accounts receivable	188	71
Other assets	358	458
Accounts payable and accrued liabilities	13	36

6. Capital assets

	1999		1998	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 1,898	\$ 0	\$ 1,898	\$ 1,898
Buildings	344,699	144,071	200,628	206,179
Site improvements	18,894	9,831	9,063	9,128
Computers	52,703	45,629	7,074	5,381
Equipment and furnishings	99,422	84,949	14,473	13,751
Library materials	78,851	50,809	28,042	26,446
	<u>\$ 596,467</u>	<u>\$ 335,289</u>	<u>\$ 261,178</u>	<u>\$ 262,783</u>

7. Long Term Debt

	1999	1998
a) Canada Mortgage and Housing Corp. - 6 7/8% Debentures due May 1, December 1, 2020.	\$ 2,736	\$ 2,791
These loans are repayable in equal semi-annual installments of \$123 blended principal and interest and recovered in their entirety from the operating revenues of Ancillary Services.		
b) Loan payable to the Government of Saskatchewan - General Revenue Fund.	376	390
As part of the original arrangements for repayment of a loan to Canada Mortgage and Housing Corporation, it was agreed that \$600 of the principal portion due would be recovered from the University of Saskatchewan by charges to the Ancillary operations of \$33 per year.		
	3,112	3,181
Less amounts payable within one year	(70)	(68)
	\$ 3,042	\$ 3,113

8. Capital Lease

The University leases certain equipment under an agreement which is classified as a capital lease. Costs and accumulated amortization of such assets totaled \$73 and \$7 (1998 - nil).

As of April 30, 1999, future minimum lease payments under the capital lease are as follows:

	1999	1998
Fiscal year ended April 30, 2000	\$ 34	\$ 0
Fiscal year ended April 30, 2001	17	0
Total future minimum lease payments	51	0
Less amount representing interest at 9% per annum	(3)	0
Present value of future minimum lease payments	48	0
Less current portion	(32)	0
Long Term Capital Lease	\$ 16	\$ 0

9. Pension Funds

- a) The University is responsible for the administration of the Academic Pension Plan, the Non-Academic Pension Plan and the Clinician's Service Side Pension Plan, all of which are contributory defined benefit, final average pension plans. Actuarial valuations are completed regularly as prescribed by statute and any unfunded pension plan liabilities are the responsibility of the University. The University contributes to the plans on behalf of its employees based on the advice of the plans' actuary with minimum amounts specified in accordance with the plans and in the collective bargaining agreements. The assets, including any potential surplus in the plan, are for

the benefit of the members and their beneficiaries. There is no provision that allows the withdrawal of the surplus by the University. The market related value was determined using a five year average of the ratio of market value to book value.

i) Academic Pension Plan

An actuarial valuation of the Pension Plan for the Academic Employees of the University of Saskatchewan was performed as at December 31, 1998. The valuation indicates that the fund is in a very strong position to meet its statutory obligations with a total estimated surplus of \$55,285.

	December 31 1998	December 31 1997
Market Related Value of Assets	\$ 571,847	\$ 519,864
Actuarial Present Value of Accrued Pension Benefits	516,562	460,137
Estimated Surplus	<u>\$ 55,285</u>	<u>\$ 59,727</u>

On the advice of the Actuary, and with the approval of the University the surplus in excess of the amount of \$24,168 estimated to be required to be held in the fund as a reserve balance as at December 31, 1998 will be available to improve benefits provided by the plan.

ii) Non-Academic Pension Plan

An actuarial valuation of the Non-Academic Pension Plan as at January 1, 1999 indicates that the plan has a surplus of \$30,177 which is held in a contingency reserve.

	January 1 1999	January 1 1998
Market Related Value of Assets	\$ 154,123	\$ 138,505
Actuarial Present Value of Accrued Pension Benefits	123,946	118,117
Estimated Surplus	<u>\$ 30,177</u>	<u>\$ 20,388</u>

On the advice of the Actuary, and with the approval of the University, a portion of the surplus in excess of the contingency reserve balance of \$12,765 will be available to improve benefits provided by the plan.

iii) Clinician's Service Side Pension Plan

An actuarial valuation of the Clinician's Service Side Pension Plan for the Clinical Employees of the University of Saskatchewan was performed as at December 31, 1998. The valuation indicates that the plan has a surplus of \$.124 million which is held in a contingency reserve. On the advice of the actuary, and with the approval of the University, a portion of the surplus in excess of the contingency reserve balance will be available to improve benefits provided by the plan.

- b) The University is also responsible for the administration of the Research Pension Plan, a defined contribution plan. As at December 31, 1998, the plan held assets of \$25,661 offset by obligations to employees of the same amount.

10. Commitments - Capital Fund

The estimated cost of contractual commitments to complete major capital projects in progress as at April 30, 1999 is approximately \$11,950 (1998 - \$1,346).

11. Gifts-in-Kind and Donation Pledges

Gifts-in-Kind in the amount of \$5,988 were received and recorded in the year (1998 - \$565). Gifts-in-Kind consist of the following:

	1998	1997
Works of art	\$ 282	\$ 346
Equipment and furnishings	37	19
Investments	5,305	85
Library holdings	244	67
Other	120	48
	<u>\$ 5,988</u>	<u>\$ 565</u>

Donations pledged but not received as at April 30, 1999 totaled \$8,618 (1998 - \$6,784). These pledges are expected to be honored during the subsequent five year period and will be recorded as revenue when received.

12. General Operating Expenditures

	1999		1998
	Budget	Expenditures	Expenditures
Agriculture	\$ 8,347	\$ 8,442	\$ 8,208
Arts and Science	35,648	35,318	35,357
Commerce	5,035	5,494	4,662
Dentistry	3,102	3,083	3,303
Education	7,596	7,293	7,258
Engineering	8,749	8,607	8,513
Graduate Studies	716	715	634
Law	2,371	2,334	2,182
Medicine	16,453	15,756	15,362
Nursing	2,565	2,698	2,694
Pharmacy and Nutrition	2,366	2,329	2,298
Kinesiology	2,297	2,594	2,300
Veterinary Medicine	11,026	10,829	10,494
Extension Division	3,394	3,318	3,265
Other Instructional	21,589	20,607	20,009
Administration	49,274	56,838	50,064
Net expenditures for internal reporting purposes	180,528	186,255	176,603
Reclassification of net expenditures, included in College totals above as a recovery or expense, and restated for financial statement purposes:			
External cost recoveries restated as Sales of services and products (Statement 4)	5,912	8,288	13,744
Interfund transfers eliminated for financial statement purposes (Statement 4)	0	(7,804)	(7,590)
Expenditures for financial statement purposes	<u>\$ 186,440</u>	<u>\$ 186,739</u>	<u>\$ 182,757</u>

13. Internal cost recoveries

Sales and services provided by one part of the university to another part are recorded as internal cost recoveries. These recoveries are eliminated from the expenditure activity of the University as follows:

	1999		1998	
	Gross Expenditures	Net Recovery	Net Expenditures	Net Expenditures
Salaries - academic	\$ 102,541	\$ (371)	\$ 102,170	\$ 99,094
Salaries - other	123,397	(1,819)	121,578	115,231
Employee benefits	23,501	(152)	23,349	22,486
Operational supplies and expenses	83,344	(44,503)	38,841	36,738
Travel	9,603	(138)	9,465	9,227
Cost of goods sold	14,505	(29)	14,476	14,055
Equipment, rental, maintenance and renovations	16,337	(8,571)	7,766	7,868
Utilities	11,556	(538)	11,018	9,820
Amortization	20,546	0	20,546	21,860
Scholarships, bursaries and prizes	6,798	(11)	6,787	5,807
Interest	213	(111)	102	168
Meewasin Valley Authority levy	574	0	574	574
Bad debt expense	45	0	45	29
Internal cost recoveries	(56,243)	56,243	0	0
	<u>\$ 356,717</u>	<u>\$ 0</u>	<u>\$ 356,717</u>	<u>\$ 342,957</u>

14. Interfund Transfers

During 1998/99, the University transferred the following to the Capital Fund to fund the acquisition of assets: \$7,684 from Operating, \$1,042 from Ancillary, \$5,011 from Specific Purpose, \$1,390 from Trust, and \$4,531 from Research.

In addition, the following transfers occurred between funds to properly reflect activity according to the various fund definitions: \$4,765 was transferred from Trust to Endowment, \$73 was transferred from Operating to Ancillary, \$45 was transferred from Operating to Specific Purpose, \$2 was transferred from Operating to Research, \$91 was transferred from Trust to Specific Purpose, \$190 was transferred from Specific Purpose to Endowment, \$541 was transferred from Trust to Research, \$22 was transferred from Research to Endowment and \$4,602 was transferred from Research to Specific Purpose.

15. Related Party Transactions

The University receives a significant portion of its revenue from the Government of Saskatchewan and has a number of its members to the Board of Governors appointed by the Government. To the extent that the Provincial Government exercises significant influence over the operations of the University, all Saskatchewan Crown agencies such as corporations, boards and commissions are considered related parties to the University.

Revenue amounts received from the Government of Saskatchewan are disclosed separately in the Statement of Operations.

Routine expenditures with these related parties are recorded at the standard or agreed rates charged by these organizations.

Transactions and the amounts outstanding at year-end are as follows:

	1999	1998
Sales of services and products - physicians' billings	\$ 16,238	\$ 14,429
Expenditures - Utilities	9,727	8,604
- Other	10,970	5,827
Accounts receivable	5,527	4,780
Long term investments	3,667	5,633
Accounts payable and accrued liabilities	140	213
Deferred revenue	941	450

16. Prior Period Adjustment

In 1998, the University changed its accounting policies regarding capital assets in compliance with the recommendation of The Canadian Institute of Chartered Accountants. At that time the University should also have restated its deferred costs. The effects of this correction are as follows:

	1999	1998
Total Fund Balance, beginning of year as previously reported	\$ 479,722	\$ 450,426
Restatement - deferred costs	(1,983)	(1,983)
Total Fund Balance, beginning of year as restated	\$ 477,739	\$ 448,443

17. Uncertainty Due to the Year 2000

The Year 2000 Issue arises because many computerized systems use two digits rather than four to identify a year. Date-sensitive systems may recognize the year 2000 as 1900 or some other date, resulting in errors when information using year 2000 dates is processed. In addition, similar problems may arise in some systems which use certain dates in 1999 to represent something other than a date.

The University is currently working to resolve the potential effect of computer system failure in the event the University's computer programs fail to properly recognize the year 2000 before, on, or after January 1, 2000. If not addressed, the impact on operations and financial reporting may range from minor errors to significant systems failure which could affect an entity's ability to conduct normal business operations.

Despite the University's efforts to address this issue, it is not possible to be certain that all aspects of the Year 2000 Issue affecting the University, including those related to the efforts of customers, suppliers, or other third parties, will be fully resolved.

18. Subsequent Events

The University has been awarded a significant research grant by the Canada Foundation For Innovation to construct the Canadian Light Source Facility. Funding is being provided as construction costs are incurred over the next five years to a maximum of \$56.4 million or 40% of the actual costs. To date, construction contracts have been awarded by the university in the amount of \$5.2 million.

19. Comparative Figures

Certain of the prior year comparative figures have been reclassified to conform to the current year's presentation.

OFFICERS OF THE UNIVERSITY

University officers are entrusted with the day-to-day operation of the institution. The President has general supervision over and direction of the University, its faculty members, and its student body. Deans of Colleges are the chief executive officers of their colleges, with general supervision over the direction of the college and the teaching and training of the students in the college.

The 1998-99 Officers

President

J.W. George Ivany

Vice-President (Academic)

Michael Atkinson

Vice-President

(Finance & Administration)

A.J. (Tony) Whitworth

Associate Vice-President

(Academic)

Sylvia Wallace

Vice-President (Research)

Michael Corcoran

Associate Vice-President

(Information Technology

Services)

Robert Kavanagh

Associate Vice-President

(Student Affairs & Services)

Vera Pezer

Associate Vice-President

(Human Resources)

Sharon Cochran

University Secretary

Iain MacLean

Director

Office of Communications

Heather Magotiaux

Registrar

Ken Smith

Associate Vice-President

(Financial Services) & Controller

Laura Kennedy

Associate Vice-President

(Facilities Management)

Paul Juneau

Executive Director

Alumni Affairs & Development

Elaine Cadell

Deans of Colleges

Agriculture

John Stewart

Arts and Science

Tom Wishart

(from July 1998)

Commerce

Lynne Pearson

Dentistry

Ken Sutherland

(from July 1998)

Education

Ken Jacknicke

Engineering

Franco Berruti

Extension Division

Gordon Thompson

Graduate Studies & Research

Gary Kachanoski

Law

Kent Roach

(from July 1998)

Medicine

David Popkin

Nursing

Yvonne Brown

Pharmacy & Nutrition

Dennis Gorecki

(from July 1998)

Kinesiology

Robert Faulkner

Veterinary Medicine

Alex Livingston

Libraries

Frank Winter

University of Saskatchewan
Approved Instructional Programs, 1998-99

COLLEGE OF ARTS & SCIENCE

UNDERGRADUATE DEGREES

BA, BSc, BFA, BMus

AREAS OF SPECIALIZATION

Classics (Classics, Greek, Latin)

English

French

History

Modern Languages (German, Russian, Spanish, Ukrainian)

Philosophy

Religious Studies

Anthropology & Archaeology

Economics

Geography

Native Studies

Political Studies

Psychology

Sociology

Women's & Gender Studies

Biology

Chemistry

Computer Science*

Geology

Geophysics

Mathematics

Statistics

Physics

Art & Art History (Studio Art, Art History)

Drama

Music

Anatomy*

Biochemistry*

Microbiology*

Physiology*

INTERDISCIPLINARY PROGRAMS

Ancient History & Classical Culture

Classical & Near Eastern Archaeology

International Studies

Land Use & Environmental Studies

Linguistics

Paleobiology

Public Administration

Regional & Urban Development*

Environmental Earth Sciences*

Food Science*

GRADUATE DEGREES

PGD, MA, MSc, MFA, MMus, PhD

AREAS OF SPECIALIZATION

English

French

History

Philosophy

Anthropology & Archaeology

Economics

Geography

Political Studies

Psychology (Clinical*, Applied Social, General Experimental)

Sociology

Biology

Chemistry

Computer Science

Geological Sciences

Mathematics

Physics

Studio Art

Music

COLLEGE OF GRADUATE STUDIES & RESEARCH

INTERDISCIPLINARY PROGRAMS

Biomedical Engineering (MEng, MSc, PhD)*

Toxicology (PGD, MSc, PhD)*

COLLEGE OF AGRICULTURE

UNDERGRADUATE DEGREES

BSA

AREAS OF SPECIALIZATION

Agricultural Economics

Agronomy

Animal Science

Applied Microbiology

Crop Science

Environmental Science

Food Science

Horticultural Science

Plant Ecology/Rangeland Resources

Soil Science

Agricultural Biology*

Agricultural Chemistry*

Mechanized Agriculture*

GRADUATE DEGREES

PGD, MAgr, MSc, PhD

AREAS OF SPECIALIZATION

Agricultural Extension

Agricultural Economics

Animal Science

Applied Microbiology

Crop Science

Food Science

Horticulture Science

Plant Ecology

Soil Science

CERTIFICATE/DIPLOMA PROGRAMS

Diploma in Agriculture

Certificates in Agriculture* (Crop Production, Farm Business Mgmt)

Prairie Horticulture Certificate*

Agriculture Business Certificate*

COLLEGE OF COMMERCE

UNDERGRADUATE DEGREES

BComm

AREAS OF SPECIALIZATION

Accounting

Finance

General Business

Health Care Administration

Human Resource Management

Marketing

Production & Operations Management

Development of Information Systems*

Business Economics*

GRADUATE DEGREES

MBA, MSc

AREAS OF SPECIALIZATION

Business Administration

Accounting

CERTIFICATE PROGRAMS

Business Administration Certificate*

Health Care Administration Certificate

Labour Studies Certificate

Cert. in Indigenous Business Admin.

COLLEGE OF DENTISTRY

UNDERGRADUATE DEGREES

DMD*

COLLEGE OF EDUCATION

UNDERGRADUATE DEGREES

BEd, BMus/MusEd, BEd/BSPE
(direct/post-academic/TEP options)

AREAS OF SPECIALIZATION

Elementary/Middle
Secondary

(also choice of teaching areas, selected mainly from Arts & Science)

GRADUATE DEGREES

PGD, MEd, MContEd, PhD

AREAS OF SPECIALIZATION

Adult & Continuing Education
Curriculum Studies
Education of Exceptional Children
Educational Administration
Educational Foundations
Educational Psychology
Indian & Northern Education

CERTIFICATE PROGRAMS

Methods of Teaching Heritage Languages*
Post-Secondary Technical Vocational Ed.

COLLEGE OF ENGINEERING

UNDERGRADUATE DEGREES

BE

AREAS OF SPECIALIZATION

Agricultural & Bioresource Engineering*
Chemical Engineering*
Civil Engineering*
Electrical Engineering*
Mechanical Engineering*
Engineering Physics**
Geological Engineering**
Geophysical Engineering**

GRADUATE DEGREES

PGD, MEng, MSc, PhD

AREAS OF SPECIALIZATION

Agricultural & Bioresource Engineering
Chemical Engineering
Civil Engineering
Electrical Engineering
Mechanical Engineering
Engineering Physics

EXTENSION DIVISION

CERTIFICATE PROGRAMS

Adult & Continuing Education
Teaching of English as a Second Lang.
Saskatchewan Master Gardener

COLLEGE OF LAW

UNDERGRADUATE DEGREES

LLB

GRADUATE DEGREES

LLM

COLLEGE OF NURSING

UNDERGRADUATE DEGREES

BSN (4-yr basic; 2-yr post-RN)

GRADUATE DEGREES

MN

COLLEGE OF MEDICINE

UNDERGRADUATE DEGREES

BSc (Med), MD*

GRADUATE DEGREES

MSc, PhD

AREAS OF SPECIALIZATION

Anatomy & Cell Biology
Biochemistry
Microbiology
Pharmacology
Physiology
Community Health & Epidemiology
Pathology
Neuropsychiatry
Surgery

POST-GRADUATE CLINICAL PROGRAMS

Anaesthesia*
Family Medicine*
Medical Imaging*
Medicine*
Obstetrics & Gynecology*
Ophthalmology*
Pathology*
Pediatrics*
Psychiatry*
Rehabilitation Medicine*
Surgery*

SCHOOL OF PHYSICAL THERAPY

BSc in Physical Therapy*

COLLEGE OF PHARMACY & NUTRITION

PHARMACY

UNDERGRADUATE DEGREES

BSP*

GRADUATE DEGREES

MSc, PhD

NUTRITION & DIETETICS

UNDERGRADUATE DEGREES

BSc (Nutr)*

GRADUATE DEGREES

MSc

COLLEGE OF KINESIOLOGY

UNDERGRADUATE DEGREES

BSPE

GRADUATE DEGREES

MSc, PhD

WESTERN COLLEGE OF VETERINARY MEDICINE

UNDERGRADUATE DEGREES

DVM*

GRADUATE DEGREES

PGD, MVetSc, MSc, PhD

AREAS OF SPECIALIZATION

Herd Medicine & Theriogenology
Veterinary Anatomy
Vet. Anaesthesia, Radiology & Surgery
Veterinary Internal Medicine
Veterinary Microbiology
Veterinary Pathology
Veterinary Physiological Sciences

NOTES:

* = Accredited Program

* = program offered in collaboration with another college (listed under college of student registration only)

Additional graduate level areas of specialization were available to individual students on a special case basis.